

Sales Management



Maps Made to Order



Last year more than ten million maps were published by RAND McNALLY & COMPANY.

The growth of *Map Headquarters* has been co-incidental with the growth of the nation. Year after year it has pushed ahead, increasing the scope and usefulness of its service, a pioneer in creating new uses for maps and new maps for new uses.

Thus it has come about that this organization is today the world's largest manufacturer of maps and map systems—known internationally for the accuracy and dependability of all its products.

No matter what kind of a special map you want—RAND McNALLY can make it!

Perhaps it is a map showing only the cities with a population over 25,000. Or a map showing only the railroads of the country, or the oil fields, or the Federal Reserve Banks. Or perhaps it is a map system visualizing your sales, your dealers, your service.

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Here at *Map Headquarters* we make thousands of special maps every year. The value of these maps is far greater than their cost. Because—there is no better way to visualize than through the use of maps. They live! They breathe! They give you life-like portraits of every territory covered.

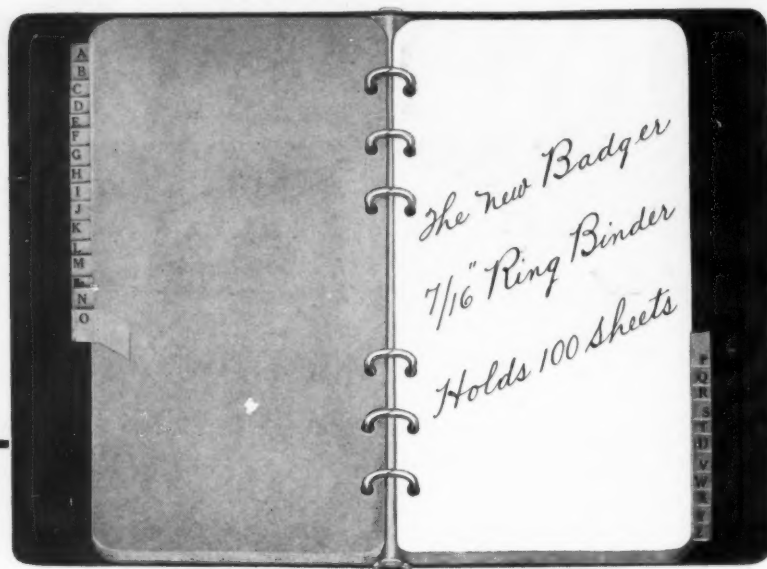
The next time you “wish you had a map”—write a brief note to RAND McNALLY & COMPANY describing your needs. We've been making maps for more than half a century. We have made maps for practically every business under the sun. The value of our experience is yours for the asking.

RAND McNALLY & COMPANY
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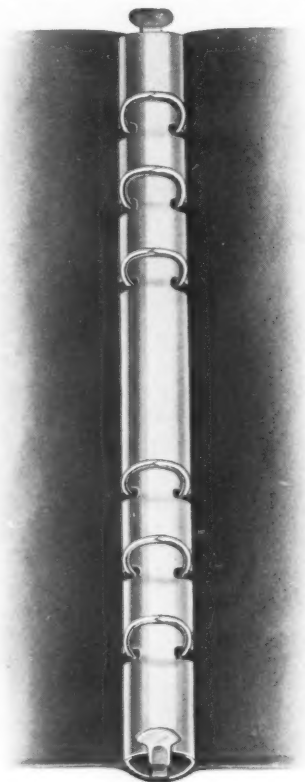
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WRITE AND TELL US WHAT KIND OF A MAP YOU NEED

June, 1921



The 7-16 inch Badger Ring Binder Solves the Price List Problem



*District
Sales Offices*

Chicago
New York
Buffalo
Baltimore
Milwaukee
Boston
Wilmington, N. C.
Los Angeles

Before the advent of the Badger 7-16 in. Ring Book, it was a difficult matter to make a satisfactory Loose-Leaf Price List, pocket size, for Salesman's use and for the Trade.

The half-inch ring fixture made the book rather bulky to carry in the pocket, and the quarter-inch memo fixture did not afford enough capacity. In the 7-16 inch binder we have the solution of the problem. In this binder there is ample room for 100 sheets which is double the capacity of the quarter-inch memo book, while the actual thickness of the book is increased only to a very slight degree.

The book has met with the instant approval of Manufacturers, Jobbers, Insurance Agencies and other lines of Business which require a compact, serviceable, up-to-the-minute Price List.

Changes easily made—

Loose-Leaf Price List always up-to-date

The advantages of the Loose-Leaf Price List are so well known and are so evident that they need only be mentioned at this time.

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The Price List is easily kept up-to-date and accurate at all times, and reflects the progressive character of the Firm putting it out.

Any size - - - - Any quantity

No matter what your particular requirements may be, we can furnish Price Lists to you which will be best for your purpose. Let us know what size sheet you will use and the approximate quantity and we will quote prices which will be of interest to you.

THE HEINN CO.



MILWAUKEE

**WIS.
U.S.A.**

Subscription Rates: Single copies, 25 cents. Yearly subscription, payable in advance, \$3.00 anywhere in the United States or its possessions; \$3.25 in Canada, and \$3.50 in foreign countries. Six months subscriptions, \$1.50. When three or more subscriptions are ordered at once by the same concern a special club rate of \$2.50 per year for each subscription applies.

Renewals: Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly. Back copies cannot be supplied when subscriber fails to notify us of change of address.

News Stand Copies: This magazine is not generally sold through news dealers. Copies can, however, usually be secured after the first of the month from the news stands at leading hotels, railroad stations and book stores in the larger cities.

Advertising Rates: Full page advertisements facing reading, run of paper, \$75.00 per insertion. Two-thirds page (across two columns), \$50.00; half page special island position, \$50.00; half page across columns, \$40.00; third page, one column, \$28.00; \$3.50 a column inch. Classified advertisements, 25c per line of seven words.

Closing Dates: First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, twenty-fifth of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

THE DARTNELL CORPORATION

PUBLISHERS

The Hardware Salesman; The Dartnell Sales Service; Books and Reports for Sales Managers and Salesmen

Member: Audit Bureau of Circulations

Publication Offices:

1801 Leland Avenue, Chicago, Illinois
Telephones Ravenswood 365-366

Eastern Office:

342 Madison Ave., New York City, N. Y.
H. B. Williams, Manager

London Office:

86 Wardour St., London W1, England
Philip Wright Whitcomb, Manager

Sales Management

A MONTHLY JOURNAL
In the Interest of Better Marketing

Volume Three

Established 1918

Number Nine

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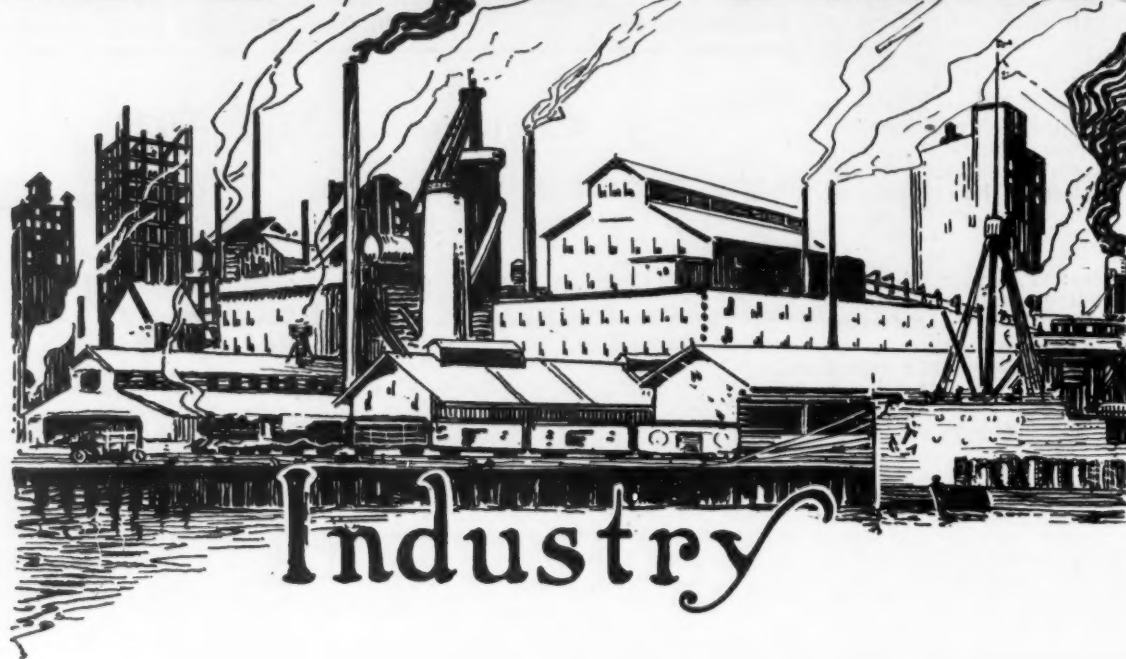
T. KEMP, TREASURER
C. R. JOHNSON, ADVERTISING MANAGER
C. R. SWENEY, PROMOTION MANAGER



Entered as Second Class Matter March 12, 1919, at Post Office, Chicago, Ill., under Act of 1879

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No Bread Lines



Unemployment has never been a problem in the South even when the rest of the country was in the throes of a panic.

An even balance between agriculture and industry, and the varied nature of these industries, insure the South against complete business depression and resultant unemployment. The slack in one line of business is quickly taken up by another.

Then again, the South is free from cheap immigrant labor, and is never surfeited with men. The job is hunting the man in the South, oftener than the man is hunting the job.

In the South



Agriculture

Agriculture, the big industry of the South, awaits the return of the hordes of farm laborers attracted to the industrial centers by war wages, and their return will insure bumper crops in 1921.

The mass of people in the South have jobs — and money to buy. Introduce your product to them through the columns of Southern Newspapers. Southern Newspapers *alone* cover the Southern field, and will "Sell It South" for you.



**SOUTHERN NEWSPAPER
PUBLISHERS' ASSOCIATION**

Chattanooga, Tenn.

Another Message to Garcia!

I found much of interest and encouragement in reviewing the result of the inquiry into the general subject of "The Pace That Kills," based on Dr. Hutchinson's article in the January issue of *Cosmopolitan Magazine*.

I certainly share the almost universal opinion expressed—that retirement from business is no longer the ideal of the average business man, and regard this as a distinctly hopeful sign of progress. These are days which require the application of intelligence and experience to both public and private affairs in a greater degree than perhaps at any time in our history. The worthiest end in life seems to me to be that of service, and I feel that men who are still capable of rendering service have no moral right to deny it to the world. In appreciation of that fact, it is reassuring to note that many men of what was once considered "advanced age" now express their intention to continue in the harness. They have found hard work, persistent application and long hours to be the most potent influence in preserving both their mental and physical vigor.

It is the law of nature that growth and development follow use. We progress only through work, and one of the greatest popular fallacies is that work is a cross. On the contrary, I believe that it is, all things considered, a blessing, and we should be thankful for the opportunities it affords us both to serve and to grow.

I have seen many instances, several recently, where men of activity have passed away within a short time after retiring, proving, it seems to me, that work is the most effective conservator of human life.

Certainly these are days for the most active application of all the constructive forces we can bring to bear upon our own world's problems. If "the pace that kills is the crawl," as Dr. Hutchinson says, few of us will dispute the fact that very little crawling will be in order this year or for years to come. The well rounded man is one who strives to think hard, play hard and work hard and, by sane thinking, earnest working and legitimate recreation realizes the fullness of life.

This discussion, it seems to me, brings clearly to light the fact that hard work is responsible for the splendid vigor and enterprise of the American business man. By the same application of his powers to constructive effort, with courage and vision, he is assured the greatest future in our history or the history of the world. This is no day for quitters; there is the rarest promise for the workers.

Charles H. Sabin,
President
Guaranty Trust Company
New York

*What many prominent men
say in favor of the
strenuous life.*

ABOUT twenty years ago Elbert Hubbard startled the business world by writing "A Message to Garcia." Millions of copies were printed and distributed by business concerns all over the United States.

Dr. A. L. Goldwater, Director of the Research Department of the Medical Review of Reviews, recently read an article in *Cosmopolitan* entitled "The Pace That Kills," by Dr. Woods Hutchinson.

The conclusion reached by Dr. Hutchinson was so much at variance with the popular conception of "The Pace That Kills" that Dr. Goldwater conducted an investigation among thousands of America's leading business men asking for their impression on the subject, as evidenced by their own experiences in business life.

These replies were published by Dr. Goldwater in a brochure that contains an introduction by Charles H. Sabin, President of the Guaranty Trust Company, and opinions from many of the leaders of American business.

The first edition of this booklet was limited to a few thousand copies but so many requests for additional copies were received by Dr. Goldwater that *Cosmopolitan* is republishing the booklet and will be glad to send a copy of it to you on request.

Firms who wish copies for wide distribution among their personnels will be furnished with them in bulk at cost, which is fifteen cents a copy; fourteen dollars by the hundred.

In the importance of its message and in the inspiration that it imparts at this time, this is indeed another "Message to Garcia."

J. Mitchel Thorsen,
Business Manager
119 West 40th Street
New York

Sales Management

A Dartnell  Publication

Volume Three

Chicago, June, 1921

Number Nine

Wrong Letters Made Right

By S. Roland Hall

A tactless letter, a thoughtless paragraph, a discordant word can undo in one minute years of patient good-will building. Business history is filled with instances of good accounts that never came back because of a letter that rubbed somebody's fur the wrong way. In this article Mr. Hall, who is considered to be one of our leading authorities on business correspondence, tells 'Sales Management' readers of a few instances where postage stamp diplomacy has saved awkward situations.

"HANG it all," said the sales manager, "I'm afraid of this." And he looked up from the letter he was reading, across the flat-top desk, to his assistant.

"Listen," said he, reading a "communication" that the treasurer of the company had sent in for his attention before it was to be mailed. "We are compelled, therefore, if you want immediate shipment, to ask you to forward certified check."

"This fellow out at Blankburg isn't rated very well, I know," mused the sales manager, "and Mason is going to be very cautious in giving him credit. But he looks to our man, Anderson, as a pretty fair prospect for a dealer in Blankburg. Anderson said to him 'Come in' and now Mason is saying 'Come across.' One week we give him the glad hand and the next the icy mit. I used to live in a small town myself, and I can just see this fellow. He stands fairly well locally and thinks he is entitled to reasonable credit from the leading firms of New York and Chicago. In Blankburg he is something even if to us he is one of a very large bag of very small potatoes. To that fellow 'certified check' is going to look like a document with red seals on it, or an income-tax report—a red flag to a bull. I am going down to see Mason."

"But you see," said the man Mason a few minutes later, "he wants immediate shipment. He has given us references, I admit, but it will take a week or ten days to get a report from them. If he is willing to wait until we can look these up, well and good, but he underscores 'immediate shipment'. If we ship on the chances that his references are good and we hear in a few days that they are not, we can't stop the shipment. What else can we do?"

"I see your point," said the sales manager, "but let me think a second," and he shifted his cigar. "I'm just afraid of

the effect of that darned 'certified check' expression. I wish we could call it something else. Say, wouldn't a bank draft be all right?"

"Why, yes, I think so. Sure it would be," answered the treasurer. "Tell him to send us a bank draft if you think that will have a better effect."

And so the letter went out with "bank draft" instead of "certified check". And the explanation was changed too:

"We will get a report from your references and give you the most liberal credit possible on that report, but in the meantime, while we are doing business with no information about you, we ask you to send bank draft covering this first shipment. This will enable us to get the car off to you without delay."

"We have no Colt goods in stock and therefore regret that we cannot make this exchange for you," wrote the correspondent of a large sporting-goods establishment. The customer was peeved, and being of the class who writes to the editors and expresses his feelings about immigration, the Columbian treaty and other such topics, he used up a whole sheet of good bond letterhead paper, telling the sporting-goods concern that he thought its policy was inconsiderate. "Is it such a terrible amount of trouble to get the Colt article for me? Isn't my satisfaction worth something to you, even from a cold commercial point of view?"

"You misunderstood us entirely," answered the correspondent for the sporting-goods firm, "we would have gladly made the exchange for you but we have not been able to get Colt goods for six months and understand that we can't get deliveries for the next six months. We didn't think you wanted to wait that long."

Why didn't he give the customer the reason in the first letter? If the cus-

tomers hadn't happened to be of letter-writing proclivities, the sporting-goods firm would never have learned that a customer was disappointed and would have gone on entertaining an erroneous estimate of the spirit of the firm from which he had bought.

Language is sometimes a tricky thing.

Observe the small boy, caught by his mother in some forbidden act.

"Johnny, did you do that?"

"No—o," answers Johnny tremulously. His mouth said "No", but his eyes, his face and his whole manner said "Yes."

Once I worked as a stenographer for an employer who shipped a number of game tables to a customer. The shipment was supposed to contain a dozen, but the customer wrote that there were only eleven in the container—that he inspected the shipment himself when the clerk reported the apparent shortage. My boss was irritated. The customer was a regular one and, considering the way he put the matter in his letter, there wasn't anything for us to do but to make good the missing table. But the boss just couldn't be sweet and smooth about it. He wrote something like this:

"We are always very careful in our shipment of these tables, and my packer tells me that he is positive that there were twelve tables packed and sent. In fact, the stock now on hand indicates that twelve went out. However, I don't doubt your word. We will make good the missing table and are sending it to you today."

The language of this letter said, "I don't doubt your word," but between the lines the message was clear enough; it said, "You are either a liar, or your clerk is, or you are a pair of boobs to count a shipment of twelve tables and find but eleven."

What was the use? Whether the customer was right or wrong, one thing

was sure; he honestly believed he was right, and there wasn't a thing to do but to make good the shortage and to do it cheerfully without a double-meaning or sarcastic letter. The only thing gained by the letter that went out was an offended customer. He replied, thanking us for the table but indicating that he felt hurt to have us think he would lie about such a matter.

We should have written:

"We surely intended to send you twelve tables and we don't know how we happened to slip up. But we are glad you caught the error, and we are making good by sending you another table right away. If it doesn't arrive promptly and in good order, tell us."

A great mail-order concern sold a customer a pair of shoes guaranteed to give six months' wear. At the end of five months the shoes came back, together with a letter claiming adjustment on the guarantee. A second pair of shoes was sent. These also came back at the end of five months in poor shape. A third pair was sent and these came back at the end of five months. Likewise with the fourth pair.

The customer was deliberately taking advantage of the technical clause of the guarantee without considering the unfairness of his returns. The mail-order correspondent had the very difficult job of convincing the customer that he was unfair. But she did it. The question at issue was put squarely up to the customer.

"While it is true that each pair of the shoes have come up to the limit of the guarantee, in your case we have sent four pairs, and from which you have received twenty months' wear. Do you really feel, Mr. B—, that you should be shod for all time on the purchase of one pair of shoes?"

The customer came back good-naturedly and admitted that he hadn't looked at the matter in that light. He said he guessed he owed the firm for three pairs of shoes, sent his check for that amount and at the same time ordered still another pair of the same grade of shoes!

The same mail-order house frequently receives orders for such goods as stoves that cannot be shipped for four, five or six weeks from the time of receiving order. Does it begin its letters of acknowledgment with the statement that "We have your order of the 15th instant and regret to say that we cannot make shipment of the stove for about five weeks"?

It does not.

Their correspondents are too well schooled in the diplomacy and strategy of letter-writing to risk what may happen when the reader gets that disappointing statement in the very first paragraph of the letter. The explanation is made more skillfully.

"We are glad to have your order for a Round Oak heater, and will be able to ship it in ample time for setting up before cold weather sets in."

A little further explanation is made, and near the end of the letter is the innocent explanation that "shipment will

be made on about September 15th by way of —."

How much does it cost to fix a dent in a silver teapot? I don't know. But a well known jewelry concern sold a silver tea set to a customer who had the misfortune to drop one of the pieces and dent it badly. He was perfectly willing to pay to have it repaired, but the big jewelry concern did a most graceful letter-writing thing. It fixed the teapot and wrote:

"We are sorry you had the misfortune with the teapot but we have been able to remove the dent entirely. You have had the service such a short time that we don't feel like making any charge for a little repair—are very glad to attend to this for you." It was as big a goodwill advertisement as the jewelry concern ever bought for \$25 in advertising space.

To a customer who had gleefully, almost venomously, pointed out an error, a skilful correspondent wrote:

"You are right. The mistake was ours. I don't know how it could have gone through that way, but it did, nevertheless, and we are greatly obliged to you for pointing it out, so we can adjust the error.

"Don't take this as an example of the way we do business, though. We are only human here, despite all our efforts to have a perfect organization, and it isn't likely that we would ever make such a slip in your case again."

Sometimes to put the decision squarely up to a critical or complaining customer will result in his letting down in an unfair attitude. For example:

"Now, we have given you our side of the case, our reasons for holding to the practice that you don't think always works out well. Perhaps it doesn't, but it is the best system that we have so far used, and we have changed our method several times.

"Having given you our explanation, we are perfectly satisfied to have you give the matter further consideration and suggest what you think is fair in the way of allowance. We certainly want you satisfied and we have full confidence that you will not ask anything more than is right."

One credit man writes: "Some people have complimented us on our collection letters, but I don't mind telling you that I dislike to write them. Won't you be obliging and send check covering balance of \$—, now three weeks overdue, and spare me this unagreeable kind of correspondence? Thank you!"

A modern teacher of salesmanship holds that certain types of human beings have different vibrations from other types, that one of the essentials of "scientific salesmanship" is to get on to the vibrations of people, so that when you meet Mr. Jones you will know whether to tune up to 78 or tune down to 43.

Many of us are a little weak in our knowledge of human vibrations—if said

vibrations really exist and really vibrate. But experienced correspondents believe that language vibrates or stirs up folks. We have learned when you write a man that he is "obviously ignorant" of something that this pair of words doesn't create a very nice vibration in the mind of the reader. "Ignorant" is an ugly word. You had better suggest that your correspondent merely "lacks essential information", and that maybe you were at fault in not supplying this in the first place.

When you talk to people face to face, or over the telephone, your tones help a lot. The fact is that your tone or your general manner, may mean more than your words. I have seen people called "fools" face to face and without seriously offending them. But look out for the nasty vibrations that come from a rudely or crudely phrased letter.

If you must be plain or blunt; if you must deny and disappoint; if you must insist, temper the message with good nature, dignity and courtesy.

Judging from the business mail one sees, just about a million business letter-writers need a Class A correspondence course in diplomatic correspondence.

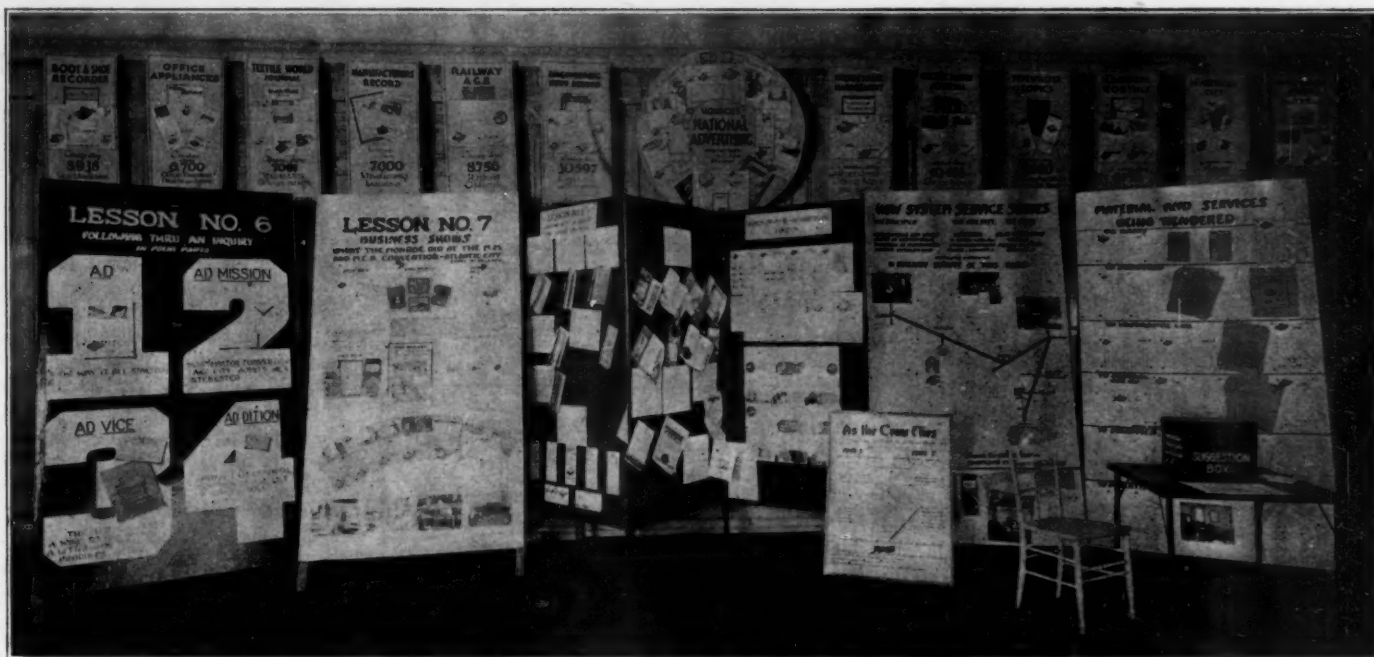
Palmolive Quotas Keep Salesmen on Toes

The Palmolive Company's quota system was thoroughly covered in an address by H. W. Remington of that company, given before a recent meeting of the Western Efficiency Society. Mr. Remington stated that after several years of experimenting various methods of providing quotas for their salesmen, they have finally arrived at what they consider is as near a scientific basis for sales quotas as possible in their particular business. The 1921 quotas were set by applying a universal ratio of increase to the sales of 1920.

Formerly the company used population statistics in figuring quotas. Several weaknesses were found in this plan. For example, a very large percentage of the population in parts of the South does not read the popular magazines and is not reached by the company's extensive advertising. Sales resistance is very much greater, as a result. The same is the case in communities such as New York or in the New England States where the proportion of foreigners is very large.

During 1920 sales totaled \$17,000,000. This year, it is expected the figure will be \$25,000,000. The ratio between the two figures is applied to all territories.

Each salesman has six quotas, covering various departments of the business such as Laundry Soap, Industrial, Toilet Soap, Crystal Soap, Shaving Cream, Palmolive. In order to get the salesmen to sell the full line, one of the provisions of the contest is that all six quotas be exceeded before a salesman can elect himself into the master salesmen's club. The salesmen are paid on a salary and commission basis and commissions are paid to only those salesmen who exceed their quotas on at least four out of the six assigned.



One of the displays at recent Monroe Adding Machine Co., Convention

What Will We Do at Our Convention This Summer?

How Various Concerns Have Staged Their Sales Convention so as to Keep Interest Alive

THERE will be more sales conventions this summer than ever before. Sellers feel keenly the need of getting the men in and shooting new pep into them. They want the salesmen to get their grouches and grievances stored up against the house since the days when a man was lucky to get half his orders shipped, out of their systems. They want to knock a lot of silly ideas out of the heads of their men, and replace them with the do-or-die spirit. And last but not least, they want to indelibly write the motto, "We must sell more goods", on the mind of every member of the organization.

Some of these conventions are going to be dismal failures. Like so many other things connected with modern sales management the sales convention can be at once a great sales stimulant, or a great wrecker of morale. It all depends on the way the convention is planned. The one big thing to watch out for is to keep the older, and too often disgruntled members of the organization from filling the younger members with bad notions. This is a phase of sales conventions that cannot be totally avoided, but it can be considerably lessened by careful housing of the men, and by the use of a suggestion and complaint box on the convention floor.

Most salesmen, it might be said, come to a convention with an idea tucked away back in their heads that they are

going to do two things—have a good time, and tell the company where to get off. It is their one great chance to ease their feelings after months of restraint on their territories. This ambition must be stifled. That is one of the reasons you are going to all the trouble, you want the men to go back on their territories with new thoughts, new ideas and new determination. But the suggestion box will prevent airing their grievances on the convention floor. When a man jumps up and begins a long drawn-out oration about what his customer said to him, and what he said to his customer, and what his customer said he was going to do, all the chairman has to do is to suggest that the matter be brought up before the convention through the suggestion box, and Mr. Manywords is through. At the end of the session gather together all the complaints and suggestions (there will probably be a lot of duplicates) and dispose of them tactfully and at once with a few well-directed remarks. But don't let it go at that. Make it a rule to have some executive personally and privately take the matter up with the salesman to make sure that it is not bothering him any more.

There are politics in every organization, and few sales organizations are free from them in spite of what its dotting sales manager may think. I remember very well attending a sales convention some years ago in Cleveland where

a dozen of the branch managers held an all night session to plot the overthrow of the general sales manager, who had just made himself unpopular by a reduction in branch managers' commissions. The leader of the mutiny had his eyes on the sales manager's job, and the mutineers had all the details worked out. The sales manager, however, was equal to the occasion. The first day of the convention he noticed that these branch managers hung strangely together. When one got on the floor to register a kick, one after the other of the "gang" would jump up to impress the president, who was an interested on-looker. For a while the scheme worked nicely, and the president was beginning to wonder if his sales organization was at loggerheads. But, as usually happens the conspirators overplayed their hand, and the whole crowd was discharged then and there.

This is an extreme case of salesmen attending a convention putting their heads together. But such things are done, and great care must be used to prevent plotting, as it soon infects the organization and destroys moral. News of a "plot" quickly spreads among the men, and they take more interest in watching the plot unfold than they do to what is said and done in the convention.

Too many sales conventions miss fire because they try to cram the men full of conversation in a few hours time. Sales-

men make poor school children. They are not much for sitting down hour after hour and listening to some second assistant advertising manager tell them about the wonderful advertising copy he is writing, and how he wants every man to go back to his territory and cash in on this great work. If you want salesmen to remember what you are trying to teach them, they should be taught as though they were not being taught. In other words, don't sit a man down on a hard chair in a stuffy room and then talk at him. Remember that the secret of a successful convention is to let the salesmen take part in the show themselves. Above all stay clear of set speeches by inexperienced speakers. One of the most atrocious devices ever conceived is to assign a lot of subjects to different salesmen and ask each man to prepare a paper on the subject. The poor fellow will probably worry himself sick for a month before the convention as to what he will say, and will more than likely be kidded by the other salesmen in the organization for a year after it. It is a peculiar, but very significant fact, that nine men out of ten cannot tell you how they do a thing. They may think they are telling you how they do it, but they are merely stating what they think to be facts. Consequently when you ask Bill Jones to tell how he has been so successful in selling banks, he suddenly awakens to the realization that he is some pumpkins. "The G. S. M. wants my system for selling banks," muses Bill. "Well, I must not disappoint him." And then he writes down a lot of stuff, with an eye on the effect it will have on the Big Chief—none of which he would ever use in a personal canvass himself, and most of which every salesman attending the convention will sense as pure, undiluted bunk, the minute Bill springs it.

About the best thing that has yet been devised to put real pep into a sales convention is the playlet or skit. Back of every convention there should be one big, dominating idea which must be driven home with irresistible force to every man in attendance. Then there are several secondary points. Select these points carefully and get them across with a series of playlets. Make the points elementary, remembering always that the most vital thing in successful salesmanship is to know how to do the ordinary things extraordinarily well. For example, in selling some things it is important that the demonstration room must be carefully planned so that the demonstration can be made without a break in thought. This is a very elementary point, and one that would go in one ear and out of the other if incorporated in a set speech. But by staging two demonstrations, side by side, where a sale is made by reason of the fact that

everything is properly arranged, and opposite show a sale being lost because of lack of orderliness and system, every salesman will go back to his territory sold on the idea of a place for everything, and everything in its place so far as the demonstration is concerned.

An innovation that seems to be popular is holding the summer convention on an island, or at some sort of a camp so that the men can dress in flannels and comfortable clothes. A particularly good feature of the camp plan is that it keeps the men away from night life if the

ever, did not work out as well as was expected. Some of the men came fore-armed with wet goods which flowed rather freely and rough weather completed the inability of those who were still sober enough to attend the sessions.

More attention should be paid to the arrangement of exhibits at conventions. It is an ideal way to get ideas over to the men, and it can be done without taking time away from the sessions proper. At one convention a number of glass cases were borrowed from a local museum and some highly educational exhibits arranged. These exhibits covered such subjects as quality of raw materials; construction of product; advertising co-operation; notable orders received during the year; letter from satisfied customers, etc.

No convention is complete unless some means is taken to keep the meeting alive after the men return to their territories. One rather clever sales manager presented each salesman with a very attractive pocket wallet, with the suggestion that is any of his specially good customers happened to see the wallet and liked it he might be able to fix it up so that the customer would get one free. That was enough for the salesmen—they worked the suggestion overtime. The sales manager feels that it made a number of good friends for the company, and the results so derived were worth a hundred times the cost of the wallets.

Mc Graw-Hill Man to Assist Hoover

Herbert Hoover has appointed F. M. Feiker as his personal assistant to organize and develop those branches of the Department of Commerce which relate directly to commerce and industry.

Mr. Feiker is an electrical engineer by profession and has been especially interested in aiding Mr. Hoover in the development of his plan for the elimination of waste in industry.

He is at present vice-president and chairman of the editorial board of the McGraw-Hill, Inc., of New York, publishers of engineering and industrial publications.

At one time he was editorial director of the A. W. Shaw Company publishers of System and Factory magazines. He was instrumental in founding Electrical Merchandising Magazine, a McGraw-Hill Publication.

"Thank you for 'Hundred Point Sales Letters'. I am almost always a customer for anything you put out, so don't forget to write me about them. The work you are doing fine." S. Q. Grady, Gen. Sales and Adv. Mgr., California Associated Raisin Co.

Ten Don'ts for Sales Convention

- 1—Don't forget to have a good advance agent on the job at least two months before the convention opens.
- 2—Don't pay everything—if the salesmen has to make a personal sacrifice he will get more good out of the meetings.
- 3—Don't fail to have a reception committee meet each man at the station and take him in tow—first impressions are important.
- 4—Don't huddle the men into a stuffy room with poor ventilation.
- 5—Don't let the men sit anywhere. Assign them regular seats and keep a chart of the seating arrangements under a glass on speaker's table.
- 6—Don't permit aimless talking on the floor. Post a big sign to the effect that the time of this convention costs so much a minute.
- 7—Don't tolerate irregularity in attending sessions. Fine every one who comes late and use the fine for a special entertainment on the last day.
- 8—Don't put the men to sleep by compelling them to listen to a lot of set speeches—let them take part in the discussions.
- 9—Don't forget that the eyes register impressions more deeply than the ear. Dramatize all important sales ideas that you wish to get over.
- 10—Don't fail to keep the convention spirit alive after the men get back on their territories by issuing some sort of a convention reminder.

factory is located in a large city, assures regular and prompt attendance, and above all else gives those responsible for the selection of executives an opportunity to get more intimately acquainted with the men. It is said that the General Electric Company hold a camp of branch managers every year just for the purpose of giving the directors of the company an opportunity to study the managers at close range while off their guard. If the convention is to be held after the vacation season it is possible to rent a hotel at some resort for the convention. A few years back a Chicago concern chartered a lake steamer for a week to give the members of its 100 Point Club an outing—the idea, how-

The most complex market in the world — *and the simplest*

150 distinct kinds of toothbrushes catalogued by a wholesale house!

More than 40 variations of one food item prepared by a single company!

In every type of manufactured article countless variations of size, style and color have built up elaborate and costly lines. Suggestions of salesmen, the demands of jobbers, whims of consumers have added one modification after another.



For these manufacturers, the American market is highly complex and difficult to deal with.

Yet there are manufacturers in the same fields who find the market simple — without any of these whims.

A toilet goods corporation less than 6 years ago was making a line of 21 different articles. Today the total volume is twenty times as great, and the line has

been reduced from 21 items to 10.



A company making shoes does 95% of its business on a standardized, trade - marked line. Eleven years ago this line represented only 5% of the annual output.

Another firm making a special type of food product, today dominates that entire field.



The American market is the easiest to supply in the world—or the most difficult, depending on how it is approached. Back of every standardized article lies the story of a real achievement in selling and advertising.

By solving problems of standardization and by successfully presenting standardized articles to the public, the J. Walter Thompson Company is co-operating with many clients in winning rapid expansion of sales together with sharply reduced costs.

J. WALTER THOMPSON COMPANY

NEW YORK CHICAGO BOSTON CINCINNATI CLEVELAND LONDON

Using Old Salesmen to Get New Recruits

Review of Baker-Vawter Plan

MOST sales executives consider \$250 a modest amount for breaking in a new salesman. In the opinion of many, an average of \$500 would be more nearly correct. One sales manager says, when he takes into consideration the time and expense of sending an older, experienced man with the new man, as well as the amount of money necessary to open up a new territory, his cost of breaking in a man runs considerably over \$2,000.

However, for the sake of discussion, let us take the \$250 figure. Investigation shows that the average rate of mortality among salesmen over a period of five

years is close onto 85% and, even sadder to relate, in many cases it runs above 95%. At the 85% rate, an employer of fifty salesmen will lose forty-three of them within five years; multiplying this by \$250, the cost of training each man, we have the sum of \$10,750 which is cast to the four winds and on which is gained nothing but experience.

Is it any wonder the best sales executives in the country are casting about for better methods of selecting and training salesmen. They mean to cut down this great mortality rate in their businesses. And they are doing it in numerous cases. It is being accomplished

by studying and applying more scientific methods in which some of our leading concerns are blazing the trail. For example, a concern in the dry-goods industry has been able to reduce the turnover of salesmen by developing a plan of employing salesmen modeled along lines of a system used successfully by the Government the last two years of the war. The plan centers around a rating scale made practical through the use of a master scale. The master scale makes it possible to compare the qualifications of the applicant with the same qualifications of salesmen on the present sales force. Another company made a radical change in their method of training new men and as a result increased by 15% the volume of business these men were able to bring in right at the start, incidentally increasing also the percentage of men who made good the first two years.

However, one of the best and most overlooked plans for adding men to the sales force in such a manner as to reduce the mortality rate, is in the use of your present sales force for recruiting acceptable men. There are two outstanding advantages to a plan of this kind:

1. It is the means of securing a more intimate knowledge of a salesman's qualifications before investing time, money and the company's good will in him. This assures you in advance that a greater percentage will make good.
2. It is a means of finding out what men on your sales force have executive ability. Every concern wants to know what men in the organization have the capacity to select good employees.

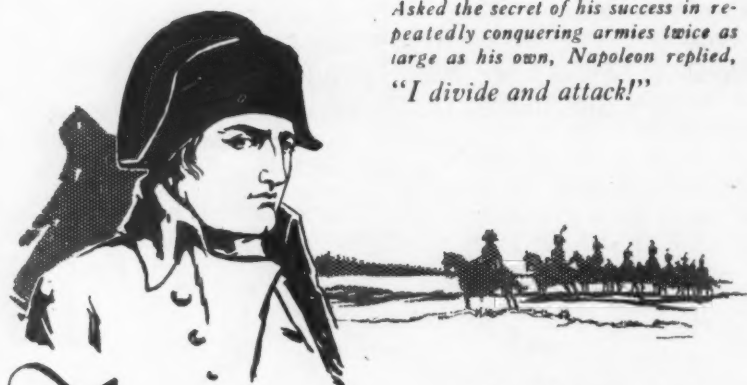
In getting your men to act as recruiting sergeants it is not sufficient to merely tell them you want them to help you get salesmen. There must be a definite plan laid out and specific efforts to carry it through. The sales force must be sold on what it means to them to help get good material for the sales force. Most important of all, they must be trained and coached on how to recruit men and how to find out if the men have the proper qualifications.

One of the companies experiencing a constant reduction in turnover of salesmen is The Baker-Vawter Company. This concern has approximately 225 men on the sales force at present and is successfully using the plan of recruiting high grade salesmen with the aid of the present sales force. They expect to increase the force to 250 by 1923 with the plan now being used.

Through the use of well planned letters from headquarters the salesmen of this company are educated in methods of picking men and are urged to constantly keep this important work in mind. The home office furnishes the men with a list of fourteen general instructions for conducting negotiations with sales class applicants. An insight into the methods of this company can be obtained from a study of one of the letters sent to the salesmen on this subject which follows:

Dear Jones:

Have you ever thought of yourself as being an important factor in the big
(Continued on Page 453)



Asked the secret of his success in repeatedly conquering armies twice as large as his own, Napoleon replied, "I divide and attack!"

The Divisional Method of Sales Attack

"Divide—and attack!" As a military measure it won for Napoleon. As a merchandising measure it will win for you!

"Divide—and attack!" It is the doctrine of the day. Conquer the world, if you will. Get your goods on all of the counters of Christendom. Spread your name and your fame to every city, town and hamlet. Make your product, or service, the dominant factor in the field.

But do it a step at a time! And be sure that each step is in the right direction. Cut out the guess-work and the gamble. Know just where you are going before you start. Divide your market into easily handled sections—and attack intensively.

With the Divisional Method of Sales Attack it is not only possible—it is decidedly practical. To a few sales executives who wish to build distribution on the solid foundation of proved facts, we offer this tested merchandising plan.

Let us tell you, without obligation, what the Divisional Method of Sales Attack can accomplish for you in your business.

THE DIRECT ADVERTISING CORPORATION

W. E. HENKEL, Chairman of the Board
BURTON BIGELOW, President A. J. RANDALL, Secretary
MAXWELL DROKE, Vice-President B. G. SALTZGABER, Treasurer

529-C NORTH CAPITOL AVENUE

INDIANAPOLIS, INDIANA

"AS MILWAUKEE BUYS - THE NATION BUYS!"

Charted Waters

No longer is it necessary to launch your sales or advertising campaign on an uncharted sea.

Nowadays most sales managers prefer to **try out** their campaigns in a selected market before attempting broad campaigns. In this way costly mistakes quickly are eliminated before launching the campaign proper. Certain changes suggest themselves in a try-out campaign. The safest, sanest way to determine in advance the success of a campaign, as well as the necessary appropriation, is to try it out in a representative market.

The Milwaukee - Wisconsin market presents one of the most economical try-out territories in the country. Only one newspaper is needed to cover this prosperous field of 600,000 consumers. The Journal is read daily by 4 out of 5 of Milwaukee's English-speaking people.

The Journal has studied the Milwaukee-Wisconsin market for nearly 40 years. Journal clients get the benefits of this intensive study. Consequently they start right in Milwaukee. They sail in charted waters. And "as Milwaukee Buys—The Nation Buys."

Sales managers are cordially invited to write for particulars of surveys of The Milwaukee Market. They are immediately available on request. They chart the right course to follow in Wisconsin. They will prove invaluable. So write now.

The Milwaukee Journal

First—By Merit

Harry J. Grant, *Pub.*

O'MARA & ORMSBEE, Inc.

R. A. Turnquist, *Adv. Mgr.*

Special Representatives

New York

Chicago

TRY IT OUT IN REPRESENTATIVE MILWAUKEE

The Secret of Successful Business

A suggestion that may enable you to see your business from a new angle

RAY GILES, one of the writers for *Printers' Ink*, had a brilliant article in the *Weekly* recently in which he pointed out the difference in the selling problems of two manufacturers.

One man makes straight-blade razors. The other makes safety razors. If the straight-blade manufacturer sells two hundred thousand razors in a year, he has eliminated two hundred thousand prospects, and he must begin the next year by looking for another crop of buyers.

But the safety razor manufacturer can almost afford to give away his holders, because the holders create repeat customers who are constantly in the market for blades.

It requires the highest type of salesmanship to make the first sale of any article. If the article is a one-time seller, then the manufacturer must ever be on the lookout for new customers.

But the sales to the customers of repeat articles can be made in a different way. Once the manufacturer of a repeat article gets a customer on his books he has him for life, if the man is thoroughly sold and if he is kept sold. The profit then begins to pile up like compound interest.

This statement is directed to the manufacturer of repeat articles. It is directed to jobbers who do business with the same customers year after year.

If such companies discover men who are successful in opening new accounts, they should be kept on this work exclusively. A different type of man can be used to follow along and pick up the later orders.

WHEN you once get a new customer on the books, bend all your energy to keep him there. If it is worth \$50 to get a new customer, it is worth \$50 to keep an old one. But the average old customer can be kept for a fraction of what it costs to get a new customer.

Isn't it a fact that in chasing after new business, the average company frequently sacrifices the business which is already within its grasp? If you knew positively that all the business now on your books would be on your books next year, wouldn't you feel pretty good about it?

As Mr. Giles puts it: It isn't how many customers you get that counts, but how many you get and get right.

WHY all this gratuitous advice from The William Feather Company? Simply this: We produce a friendly, informative, interesting type of House Magazine which can be effectively used by manufacturers and jobbers whose main problem is to hold the business of customers who are already on their books.

We offer this service to a half dozen companies—which are all we can take care of at the present time.

A William Feather House Magazine won't insure your present business against discourtesy, poor quality, and sloppy service, but it will put you in close, human contact with your trade, and other things being equal, it will be an effective means of holding your business against competition.

WILLIAM Feather house magazines are unique in the advertising field. They are written for business men as human beings, not as manufacturers or jobbers or retailers.

They contain sidelights on accounting, cost recording, salesmanship, advertising, banking; and short editorials on honesty, courtesy, enthusiasm, resourcefulness—the subjects one business man might discuss with another in a face-to-face meeting. Every sentence in a William Feather magazine is written in a human, easy-to-read style, but without any of the jargon or cheap "pep" talk so common to house magazines.

The William Feather organization will take care of the complete job of writing, editing and printing your House Magazine, with a minimum of supervision on your part. And the entire cost will be only six to eight cents per copy!

The best way to find out all about our service is to send for a sample of our own publication—The William Feather Magazine—and samples of magazines we are now producing for others.

No obligation—no salesman to call on you. If you like our proposition you'll buy it without any urging on our part.

The William Feather Company
613 Caxton Building
Cleveland, Ohio

How I Get Results From Our Men

By J. B. Wright

General Sales Manager, Earl & Wilson, Troy, N. Y.

In spite of the fact that most business concerns are running all the way from ten to fifty per cent below normal it is whispered that Earl & Wilson are close upon the heels of their record-breaking 1920 figures. When we heard this we asked Mr. Wright, who has occasionally contributed, what policy he was using in getting results. Here is his explanation just as he dictated it to us.

IN my travels during the past few months I have met a number of salesmen and have made it a point to ask them what sort of "direction" they were receiving from their sales manager. Nearly all of them complained bitterly that they were driven very hard to get orders. In going into the matter I learned that many good men were losing their courage through this constant "driving" from the home office.

If there is any one single class of men who cannot be "driven" I think it is salesmen. No other class of men are more susceptible to "leading" but few real salesmen will submit to having a whip cracked at their heels.

It is very easy these days for the sales manager sitting at his desk to send out so-called "pep stuff". It is also easy for him to get his vision out of focus through figuring that this same "pep stuff" will bring home the bacon whenever and wherever applied.

We recently made it clear to all our branch managers that we wanted them to spend plenty of time in the field. We did this for a double purpose—that they could keep up the courage of their men and also enable them to appreciate just what the salesman was up against in his travels.

Put Fight Into the Salesmen

This scheme is appreciated by our salesmen. They can take the branch managers into their confidence and instead of reading a letter full of "peppy-paragraphs" they sit down in the hotel after a day's work and talk over their problems with a flesh and blood salesman in whom they have confidence.

The plan is working out even better than we anticipated. It is putting more "fight" in to our sales force than we would get by simply "driving" our men with no regard for actual conditions as exist today.

I think that there are two things which should be brought home to every sales manager and to every salesman.

First, the absolute necessity of thoroughly understanding true conditions and second, the necessity of helping the dealer sell his merchandise—that is in stock.

Entirely too many salesmen enter the dealer's store with the one thought in mind of "picking up" or forcing an order. I am sorry to say I frankly believe that much of this attitude is due to "driving" on the part of the sales manager instead of giving the salesman ideas which he can pass on to the dealer

to help him move what stock he has on hand.

Salesmen give too little thought to the merchandise the dealer has on hand, nor do they help the dealer in any way to move that merchandise through constant suggestions and through offering him their assistance in merchandising plans.

We recently started some special educational work in connection with training our men in "re-sale" methods. This has always been a part of the work of our salesmen but in the past two or three years many salesmen have forgotten a great many of the finer points learned previous to that time through hard work and experience.

It is all wrong for the sales manager to blame the salesman for trying to force orders, or to merely tell him to help the dealer with selling ideas. But few salesmen have had retail experience, and how can they know the dealer's problems unless they have the benefit of training from the sales manager, or from experience in a retail store.

Too few salesmen read the trade-journals—few, if any of them ever discuss merchandise problems with their customers. If the average salesman were asked to organize a timely sales plan for a retail store he would fall down flat. He doesn't know the "why" or "wherefore."

Questions We Ask Salesmen

If every salesman in the United States were to work as hard trying to help the dealer sell the goods he has in stock as he works trying to sell the goods of the house he represents, business would pick up. This sort of work would immediately stimulate the dealer to do bigger things. It would put him on edge—make him want to do more—make him realize the bottom hadn't really dropped out of the business world.

We intend supplying our salesmen from time to time with really constructive suggestions and having them answer them. For instance, we will call on certain of our salesmen to answer questions similar to the following:

1. Just what did you do in the past few days to help any dealer sell more merchandise?
2. What really constructive suggestions did you give any dealer to increase the efficiency of his advertising?
3. What original display idea did you carry to a dealer, etc.?

From time to time these questions will be sent out, not so much with the idea of checking up our men but to start them thinking of the many ideas they could

pass along to their customers to increase business.

I wonder how many sales managers' letters if analyzed would be found wanting in this one vital point. Do they give the salesman a real idea which he can use or adapt in his daily work? Or do they simply command him to go out and bring in business, without giving him a definite assistance.

There are firms who are "driving" their men—who are yelling for more orders, yet who have done nothing to help them overcome the increased buying resistance. Some have even hindered their men by cutting out advertising, displays, dealer helps and other plans always considered necessary. How then can the salesman be expected to produce the best results solely on the strength of "driving" letters from the sales manager who remains at his desk with little knowledge of actual conditions on the road.

Too many sales managers are today doing the very thing they are advising their salesmen against. They tell their salesmen to help the dealer sell—they advise their salesmen to give the dealer ideas, they preach to their men about changed conditions—yet they send out no ideas for the salesmen to use, and sit at their desks and use the same old selling methods they counsel their men against.

To Make Salesmen Out of Retail Clerks

Sales managers will watch with interest the movement headed by Charles Henry MacIntosh of The La Salle Extension University to develop educational work for the retail salesmen, in the various stores of the members of the Associated Advertising Clubs.

Mr. MacIntosh suggests that the various retailers who are members of the local clubs check up the selling ability of the clerks in each other's stores.

He suggests that the clothier go into the drug store and call for some article, make a note of what the clerk knows about it, his knowledge of selling, and his ability to suggest companion purchases, such as a brush with a tube of tooth paste, etc. Then of course the druggist would go to the clothier's store and see what the clothing clerks knew about their lines, and check up their ability to sell, their knowledge of their business, and their general efficiency when waiting on customers.

Mr. MacIntosh is chairman of the Educational Committee of the Associated Advertising Clubs.

Builder of Fairbanks-Morse Keen Judge of Men

WITH the death, early in May of Charles Hosmer Morse, American industry loses one of its great organizers, financiers, and business builders.

As a monument to his 71 years of business activity the vast enterprises bearing the name of Fairbanks, Morse & Co. are left behind; even though deprived of its founder and active head for 58 years, this world wide industry will continue to forge ahead in the future just as it has in the past because Charles Hosmer Morse was not alone a builder of business—he was also a builder of men.

Starting his business career in 1850 as

an apprentice at \$50 a year with E. & T. Fairbanks and Company never a day passed in all those 71 years but what Mr. Morse accomplished something towards the advancement of his business.

His genius as an organizer coupled with his ability to pick and develop men has placed American made scales, engines, motors, and standpipes in every part of the world. More, his rugged New England honesty, which is reflected in the high quality of all the products of his business has made the name Fairbanks-Morse honored and respected wherever there are farms, water works, railways, irrigation projects, or industries of any kind.

One of Mr. Morse's associates for many years said, "He was not a great manufacturer, nor a great salesman, nor a great financier, yet was all of these in one sense of the word, because he had the judgment and faculty which enabled him to pick a factory manager, a sales manager, or a treasurer who could develop his department along the big lines expected by Mr. Morse."

That short sentence sums up the ability of the man, excepting possibly his vision which enabled him to see the great possibilities in so many lines—to select a product having unlimited facility for growth, and to guide the expansion of business in so many widely separated directions.

Mr. Morse came to Chicago in 1857 to act as western selling agent for E. and T. Fairbanks & Co., then the foremost manufacturers of scales. But he was too big a man to stop at selling scales. He was quick to see possibilities in other lines—his energy, ambition and financial ability called for greater expansion.

Business in scales developed so rapidly that he was soon able to establish a business of his own—Fairbanks, Morse & Co., to handle the western business of the scale company.

In 1883 he acquired control of a wind-mill factory in Beloit, Wis. A short time later he also acquired the business of W. H. Williams, inventor of the Williams Steam Engine, and this line was added to his rapidly growing list of products.

Mr. Morse was one of the first men to see the unlimited field for the internal combustion engine, and early in the nineties he started experiments in connection with James A. Charter to perfect these engines. As a result of his foresight Fairbanks, Morse & Co. is recognized everywhere as one of the leading manufacturers of gasoline, kerosene and oil engines. Life on thousands of farms has been made more agreeable, and profitable as a result of Mr. Morse's continued development of farm engines.

He was one of the first men to develop a line of alternating current, ball bearing motors—the first to build motor cars, velocipedes, and hand cars, as well as a pioneer in manufacturing and erecting railroad standpipes.

Yet with all this diversity of interests he never for a moment lost interest in his scale business which interested him more than any of his other lines. He simply would not allow the scale business to suffer in any way. He never forgot his early New England training, and as long as he was associated with the business he watched the sales of scales with greatest pride.

Mr. Morse was always too busy with his work to become much of a mixer, yet he was very democratic and could be reached by any one who had business with him. His two sons, although, of course, given every educational advantage were required to learn the business thoroughly—starting in the factory at Beloit.

Mr. Morse always took a great interest in the young men in his business; his system of training apprentices has kept a constant flow of new blood, fully trained.

(Continued on page 466)

WHAT DOES "JOBBER INFLUENCE" OF A NEWSPAPER MEAN?



Third of Continent Traveled by Indianapolis *Auto Accessory* Salesmen

Indianapolis is one of the largest distributing centers for automotive accessories in the world. Salesmen from the eight larger houses in this city sell \$17,000,000 of merchandise in eighteen states. The buyers in these houses in Indianapolis stock merchandise with which they are familiar. A careful census showed that every buyer of automobile accessories in Indianapolis is a regular reader of *The News*. The Indianapolis *News* is almost a national advertising medium. Through its jobber influence it brings sales results far beyond its rather limited circulation radius.

Send for booklet—"Seven Studies in Distribution"

The Indianapolis News

New York Office
DAN A. CARROLL
150 Nassau St.

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS

How Burroughs Set Quotas

This is a companion article to "Why We Set Sales Quotas for our Men", by F. H. Dodge, General Sales Manager of The Burroughs Adding Machine Company, which appeared in "Sales Management" last November. Mr. Dodge in his article told why, this article tells how. The article is based on a talk by Mr. Hooker, of the Burroughs Sales Department, at a recent meeting of sales executives.

THE Burroughs organization would probably have gone to pieces long ago, were it not for their ability to show the salesmen the hundreds of remaining potential customers, and to keep them in the proper spirit towards new business, and available business. How they do it is described below.

When the Burroughs Company opens a new territory they make a very careful analysis of the situation and here is how they do it.

They find first the number of machines in use in the territory. The number of machines in use indicates the buying power of the community.

Also Burroughs believes that wherever any great number of machines are used, that these machines will help sell more machines. Therefore, any community that has a hundred machines when another one has only 25 machines, it is natural to assume that a community where there are one hundred machines should be a bigger market and therefore this community would absorb more of the Burrough's output.

Here is the forceful homely law of imitation and the power of the satisfied customer at work—since the beginning of time imitation has been a mighty force.

Finding the Point of Saturation

It is the alert, open minded shrewd executive who first senses the wisdom of keeping accurate records—of the enterprises in his city. Sell these men—the king pins of standards of the community—and you immediately set in motion a purchasing wave of your product that will spread like wildfire—this law holds true whether you're selling an adding machine, a farm implement or a motor truck.

A machine will advertise its utility wherever it is. Therefore, one machine helps to sell another.

Suppose for instance we wish to "take up" Kent County, to decide how many machines Kent County should absorb next year. Suppose that there are 50,000 machines now in use in the United States and that our total production this year is 16,500. Now let us assume that there are 500 machines in Kent County. We will now divide 500 by 50,000 that will give us the percentage that this community has absorbed of the total production in the past. In this case it would be 1%, and 1% of the total production of 16,500 machines would be 165 machines. 165 machines at \$50.00 a machine would mean \$8250.00 for this territory. Now that is one way to estimate the Kent County quota. (Mr. Hooker arbitrarily mentioned \$48,000 as quota and did not actually compute quota.)

Another method that Burroughs uses is this: They consider any wholesaler rated over \$10,000 is worth \$90.00 to them. They consider an automobile firm is worth \$32.00 to them, etc.

Now let us assume that there are 54 wholesalers in Kent County. This multiplied by \$90.00 gives us \$4860 from the wholesalers of Kent County. Retailers over \$10,000 Burroughs considers worth \$18.00 to them. Retailers from \$3,000 to \$10,000 they value at \$6.00. Retailers from 0 to \$3,000 they value at \$1.50. Now computing these on above basis gives a total of \$60,000 for Kent County on the second plan of computation. Now then take one-half of the quota computed by the first plan, or one-half of \$48,000 and add it to one-half of \$60,000—quota computed on second basis and this gives a grand total of \$45,000 for Kent County, Michigan. This, Burroughs considers, a very accurate check.

Just pause for a moment and think what it means to do business on the above basis.

Why Quotas Pay

1. It shows the dealer what he must do in order to make his quota. He has a definite goal to reach—make that mark and his success for the year is assured—no guess work about it.
2. He knows the capital he must have to finance his business.
3. He knows before he begins work that if he sticks to his plans which are based on concrete facts what his financial gain should be for the year.

How many sales managers go into their plans as thoroughly as outlined above? Regardless of the field of endeavor here is a plan that will prevent failure if one hews to the lines and works his plan.

The Burroughs Company believes that a salesman should sell about \$20,000 worth of their products per year. (This is based on the average performance of an average salesman—some men of course will sell much more than \$20,000). Now if our quota is \$54,000 for the Grand Rapids territory, all we have to do is divide \$54,000 by \$20,000 and that will show us that we should have about three salesmen to cover this territory. The foregoing figures you must remember are merely used as an illustration. As a matter of fact, Burroughs actually finds that Kent County territory should absorb \$125,000 worth of their products per year. On this basis, \$125,000 divided by \$20,000 equals six and one-half men.

Now they still have another method of computing the number of salesmen needed and this is what they call the enterprise method of computation. They

take into consideration the actual number of businesses in the territory. They then figure that a salesman can make six calls per day and work 250 days a year. This would mean that he could cover 1000 to 1500 enterprises per year. Now dividing the actual number of enterprises in the territory by 1500 shows us how many salesmen they need in the territory. From this angle, for territory covered by Grand Rapids agency it seems that they would need ten men.

By the first plan you will remember they require six and one-half men. Here again Burroughs strikes a happy medium. They are actually using eight salesmen in Grand Rapids agency.

Burroughs divides the United States up into seven districts and these districts are controlled by district managers. These district managers are really assistant sales managers, according to Mr. Hooker.

The counties of the state are the measuring units. In other words, the territories are not divided up according to states but rather according to sections of states.

It is understood of course that these dealers are under the supervision of the district managers.

When There Are Several Agents in a Town

In the city of Chicago they have three separate agencies. Each agency is, of course, given so many blocks. The territory is divided up according to the actual potential possibilities. In other words, each agency has so many manufacturers, so many wholesalers, etc. Naturally, the agent who is in the very heart of the business district would not cover nearly so much ground as the man who might be in some other sections of the city.

Furthermore, every block is worked very carefully and the actual number of machines that that block should absorb is computed on the same basis as mentioned above for Kent County.

Each salesman is responsible for a part of the agent's territory. He must send in a report of every call he makes. A very careful record of these reports is kept and if the report shows that a salesman is neglecting a certain portion of his own territory, then his territory is cut down and the part that he does not thoroughly cover is turned over to some other salesman.

Naturally, every salesman wants to see that his territory is thoroughly covered so that he can keep it. Therefore, he works very consistently. There are 164 Burroughs blocks in the city of Chicago. Every block is equal in sales possibilities.

Burroughs employ some men on the commission basis, others on the salary basis, some on the salary and bonus basis. Mr. Hooker says this depends entirely on the salesmen as some salesmen work better by one method than another and it is up to the man who is at the head of the agency to see that his men are taken care of in the most efficient manner.

Burroughs have 1800 men in the field and they have lost only 50 men during the past six months. Their business should run \$33,000,000 this year as they are planning on selling 120,000 machines. When a firm is doing a business of this proportion it certainly means that these salesmen must be happy in their work and must be on the job in order to take care of that much business.

Of course they offer some incentive to the salesmen and often have sales contests. In the Kansas City district for instance they sometimes use what is

called the "Punch Board" method. As I understand it, a salesman is allowed to punch from the board once a week a certain sum of money which of course is in proportion to the magnitude of his sales for the week. The scheme is similar to the cigar counter lottery where you pay 10c for the privilege of punching for the "lucky number" or number which wins the prize. This plan, I understand, is very successful.

Burroughs has done away with their sales school at the factory. At the present time their men are trained directly in the agency. Some extension work in the nature of training salesmen along proper selling methods is employed. This, as you will note, is the correspondence school method of training.

They use also the senior and junior methods of training men. In other words, a junior is responsible to his senior. A junior is employed on a salary basis in most instances. This is the method em-

ployed by Packard and some of the other leading automobile truck sales managers.

The foregoing principles can be applied to almost any business.

Now, more than ever before, we see the necessity for scientific salesmanship.

We are facing a battle of brains in the sales field—only the fit shall survive. Now is a wonderfully opportune time for every man to put his house in order.

Putting the Base Ball Spirit to Work

WITH the opening of the baseball season there is new opportunity to apply the spirit of the national game to sales by operating a contest founded on the baseball idea. Some companies think so well of the baseball theme that they operate such a contest the year around, one of these concerns scheduling "games" each week between the many different teams and holding a regular "world championship series" for the finals. Our method of operating the baseball contest plan is this:

We have two or three salesmen choose up sides and regardless of how many men are working out of our different plants, these teams consist of as many members as we have salesmen. If there are more than enough men to make up two teams we use the extra men as pitchers or pinch hitters and use either pounds or dollars and cents as a basis for the scores.

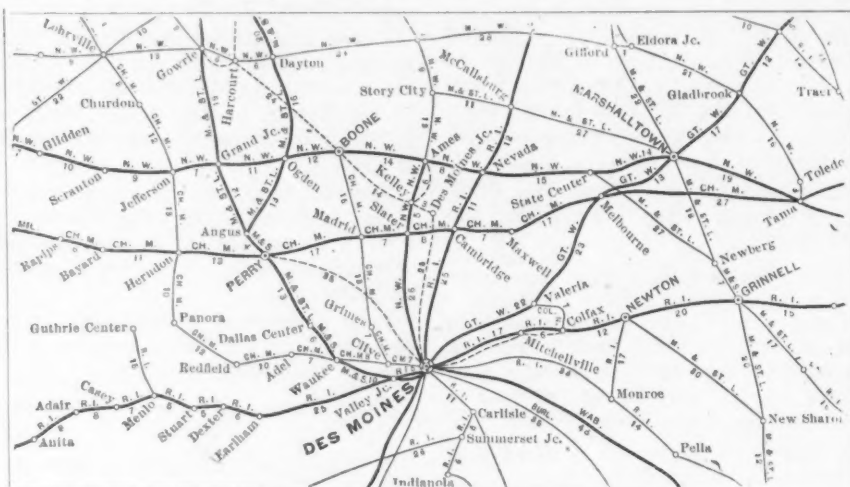
We hang up prizes which consist of our "hustler emblems" so that each man on the winning team and each of the three high men on the losing team receive an "emblem," which can be cashed in at a valuation fixed before the contest starts.

These prizes offer an incentive to win and the spirit of rivalry developed in these contests has really been the greatest factor in getting our men to speed up. We keep after them through sales bulletins, personal letters and our house organs and find that this produces most gratifying results.

"I have just received 'Hundred Point Sales Letters' and will read it with much interest. I know I will find it valuable, as I have found all of your publications which I have seen." Douglas F. McKey, Secy. & Treas., Durant Mfg. Co.

"Hundred Point Sales Letters" has been received, and although I have not had the opportunity of reading it, I feel safe in saying it is along the lines of one hundred per cent efficiency that all other sales articles are issued by The Dartnell Corporation." L. A. Schillinger, Vice President, Gardner's Bakeries, Inc.

"My great difficulty with reference to all the sales publications received, is to be able to read them through. I will say, however, that 'Sales Management' has interested me very much and I manage to give this a little more attention than anything else." C. H. Searle, Pres., G. D. Searle & Co.



Showing Partial Reduced Section of Iowa Map

DEVELOP YOUR MARKETS!

It is more essential now than ever before to keep your finger on the pulse of business, to know where your sales volume is low, to see the localities where pioneer work should be done.

BLUM'S "SALES MANAGER'S ATLAS"

helps you to control your field force, to route them to the best advantage, so that a maximum of business is obtained at a minimum of expense—to plan your campaign for bigger business. Thousands of the most successful organizations recognize our ATLAS as an indispensable aid to business getting, and we shall gladly assist in applying it to your own individual requirements.

Linen Paper, \$20.00

PRICE COMPLETE

Lacquered Surface Paper, \$40.40

ASK FOR CATALOG F

The lacquer permits marking in any color and erasing without injuring the surface of paper. It eliminates the expense and space requirement of a pin cabinet

BLUM MAP COMPANY

Commercial Map Specialists

7 West 29th Street, New York City

Purchase a pocket edition of our Individual State Maps from your local stationer. Price 25c each.

You Must Use 'The Sunday American To Cover Baltimore With Rotagravure

BALTIMORE AMERICAN PICTORIAL SECTION

THE Sunday AMERICAN under its present management has advanced to a net paid sale of just a little under 100,000, nearly all of which is in City and Suburbs.

The oldest, or second oldest daily newspaper in the United States, the AMERICAN has a reader following peculiar to itself and duplicated by very few newspapers anywhere in the country.

This long established reader habit reinforced by the Art Gravure Corporation's exquisite printing, in association with at least four pages of striking Baltimore pictures in the eight page section, make the SUNDAY AMERICAN ROTAGRAVURE Section a splendid buy at 35c.

Baltimore Rotagravure rates are particularly low and to cover the City thoroughly in this splendidly productive way you MUST use the ROTA- GRAVURE SECTION of the BALTI- MORE AMERICAN.



vites your Kodak

Eastman Kodak Company,
Rochester, N. Y., The Kodak City

THE BALTIMORE NEWS

Evening, Daily And Sunday.

The Baltimore American

Morning, Daily And Sunday.



Dan A. Carroll
Eastern Representative
Tribune Bldg.,
New York

Frank D. Webb

Advertising Manager



J. E. Lutz
Western Representative
1st Nat'l Bank Bldg.
Chicago

SALES MANAGEMENT

441

JUNE, 1921

Appealing to Faith

Many earnest proponents of advertising ask people to have "faith in advertising."

These same advocates would not think of urging "faith" in letter writing — "faith" in telephoning — or "faith" in any other method of thought transference.

Advertising is one means of conveying messages.

The message itself may be what you will; it may inspire to heroism or lull to sleep, and — advertising, like the telephone, will carry either.

Any magazine or newspaper carries advertising which results show to be "good advertising," and the same identical issue of the same publication will also carry "poor advertising."

The publication is identical, the reader is the same, the difference, therefore, must lie in the message and its presentation.

When you have a message to convey by advertising, employ an advertising agency, with ability and experience to prepare that message.

Put your "faith" in the message.

*Advertising space in the Butterick Publications is
for sale through accredited advertising agencies*

Butterick—Publisher

THE DELINEATOR
(*\$2.50 a Year*)

THE DESIGNER
(*\$2.00 a Year*)

EVERYBODY'S MAGAZINE
(*\$2.75 a Year*)

The Salesman Who Carries Tales

By Alexander R. Creedy

A manufacturer of credit systems, employing a staff of close to 80 salesmen, has just relieved his sales manager from office and taken over the direction of the sales department himself. The reason was a breakdown in the morale of the sales force. Inquiry among the salesmen indicated an unsuspected condition, which even the manufacturer himself did not realize existed. Mr. Creedy has taken the facts he uncovered and given us a story that in spite of its disguise will prove interesting.

MR. X. was sales manager for a middle-west concern. It was an old, established house employing a small army of people. To be sales manager was to be some pumpkins.

A most efficient sales organization was built up, from granite foundation, because Mr. X. was a pedigree animal, as males go. He knew what he was about.

There drifted into this organization, in good time, a plausible, ingratiating person, whom we shall call Jinks. No one ever noticed, during the earlier period of his association with the concern, that he wore rubber heels, walked like a cautious cat and bore one of those non-defacing smiles that are worn, much as one might wear a mask or a set of false teeth.

He talked well and he was a superb listener. He did many things with marked talent. He was really dangerous because he was so strikingly efficient.

It was not a month before Jinks had won the warm personal favor of the sales manager. Being "General Utility", he had the run of the establishment. He divided his time and attention between active field service and home office ritual. He was one of those chameleon persons who melt right into any background, regardless of its character. Just when you thought he was in Cincinnati, he sent a letter from Rome, New York. He could cover more territory and in less time than a transcontinental airplane.

Office Scandal Mongers

Every little while whispering lips murmured at the sales manager's desk. These lips belonged to Jinks. Mr. Smith had been seen on Bunnell Street, intoxicated. Mr. Brown lost nine hundred dollars playing stocks, Mr. White had been observed hanging around the office of a competitive house, Mr. Green was being divorced by his wife, Mr. Mauve was known to have torn up a carbon of a letter he had written, although, of course, such things were not being done in a business establishment.

Always and forever, that Uriah Heepish tongue unwound its daily toll of office scandal. It seemed plausible. It was practically always substantiated. It proved true, when you investigated. In its accumulated state, it supplied the sales manager with information that officer believed he needed.

Jinks never made accusations. He never dealt in innuendoes. He merely "made observations". It had come to his attention, that so-and-so was the case.

His little, hesitating cargoes of information were skilfully intermingled with jewels. The head of a shipping department had forgotten a certain important mail package and sent it out a day late. The outside office man had spoken abruptly to a caller. A telephone girl was habitually late ten minutes every morning.

The sales manager was a good fellow. Inherently, he was above accepting underground information. He had never told tales out of school himself. But here were the vital facts that could not be ignored. It was a duty he owed his own firm to pay attention to straws in the wind.

There is something insidious about "secret information."

It is sweet to the ear—always has been.

And this sales manager slowly cultivated a taste for sub rosa intelligence.

He grew to be suspicious of his own organization. He lost trust in everyone.

And, a year later, he lost his own job. His head went ker plunk into the chopping trough.

Don't Listen to Tattlers

No mystery concerning it. The sauve, plausible Jinks had gone higher up with some of that whispered propaganda. The sales manager had once taken dinner with the Vice President of a concern anxious to secure his services. The incident was without any moral significance. But word of it went higher up and the things that were NOT said, the details that were omitted was what gave it a saffron color. Accused of hobnobbing with a competitor, the sales manager was relieved of his position.

Do you get the moral?

We said there was one and there is—a nice, full-blossom, blush-rose moral, thorny at the stem.

Never encourage the Salesman who carries tales.

Even the seats of the mighty are apt to crumble when a little, mouse-colored atom slips down a hallway with a piece of "secret information."

Radium is a useful discovery.

But too great familiarity with it kills those who make a business of handling it.

"Heresay" has killed many a cat!

In every organization, there is a born news-diplomat, a smeller out of garbage-can left-overs.

These men are born with the disease. They just can't help it, any more than you can climb out from under a club foot, or teach yourself to disguise a birth mark.

There is but one place for a tail-bearer—that's OUT.

Mr. Sales Manager, take our advice, the moment a member of your organization comes timidly up to your desk with a line of talk that concerns somebody else—not himself and his own business—reach for your double-edged snickersnee and whale him with it.

For just as sure as there is a sun, and a moon, and occasional stars, and varnish on an office desk, that infamous pendulum of the human tongue will swing around to you. It always happens—not now and then, not occasionally—but INEVITABLY. It has never failed yet. It never will.

There is some great, wonderful unwritten law of Man and of manhood, that prohibits tale-bearing.

By common consent, it is a despicable trait, an unforgivable crime against common decency.

It just isn't done, that's all.

Do you remember when you caught brother Jim swiping jam from the pantry? And, in a sudden fit of hungry jealousy, you went to Father or to Mother and spilled the beans. "Jim took some jam out of the pantry". And do you also remember that Mother or Father turned on you, with a sudden look of scorn and pity and irate reprimand, and said:—

"It isn't right to tell tales on your brother. His own sins will find him out. Never do it again."

Spies Undermine Morale

It's just the same in business.

The bearer of tales may bring the most necessary and legitimate news, but life is not all red tape and ceremony and business. There is a subtle man-code.

Water finds its level.

The salesman, the employee, who is doing wrong finally meets short shrift at the hands of Fate.

They need no personal interpreter, no self-appointed judge or referee.

A spy in any organization does far more harm than he ever does good.

For he never quite gets the full truth. He never stops to analyze circumstances. He works with a selfish reason. He is a tale-bearer because he wishes to curry

favor. His gorgeous righteousness is tainted with self-interest. There is a spot in the apple. He is suspicious of all humanity. In his religions, there is no Right. Everybody finally yields to temptation, everybody is a prospective crook.

We have known these masculine witch-doctors to disturb the complacent morale of an entire office force.

They are forever brewing trouble.

They poison the mind of the sales manager, against his own better nature—and judgment.

Oh, the working doctrine is amazingly innocuous and deft.

"Pardon me, Sir," says Jinks, "could I bother you for a moment? Something came to my attention that I thought you ought to know. Mr. Jamieson—you sent him to Boston a week ago. He sent in an expense account for a week and three days. Four days of that he spent at Holyoke with some friends. He wasn't on office business at all. That isn't exactly fair to the rest of us, is it?"

The dragon's teeth have been sown.

The crust of the office earth soon sprouts with spear and points.

Jamieson is placed on the suspect list.

He is now under surveillance.

It matters not that Jamieson was taken sick on a night train with acute indigestion, and stopped off because it was necessary to do so.

But what if Jamieson HAD spent four days with friends? What if the firm DID pay for hotel bills that were not actuality? It is not the official business

of Jinks to uncover the fact. Destiny attends to such matters and destiny should. Business is shot full of fatalism.

The really valuable salesman is too busy minding his own business to run down side streets after "the goods" on a fellow worker.

Really decent chaps never do it.

The sales manager who wags his ears forward every time an employee comes in with a fat and juicy bit of scandal, is as bad as Jinks.

He is encouraging a nasty office trait.

He is reverting to the spy system. You may say that War and Business are synonymous, but we won't believe you.

The very moment a sales organization knows that a sales manager has inaugurated the "spy system", the morale splinters off into very fine pieces and disintegration sets in.

Nobody likes to be watched and suspected.

To make a man—any man, trustworthy—trust him.

Never believe anything of an ugly character, until it's proved to you.

If you want to do any spying, keep your own eyes open.

It is YOUR business—nobody else's.

Be ever on the alert, Mr. Sales Manager, for the organization tattle-tale.

Clever, he is, and plausible, as we have said.

One of his chief stocks in trade, is the assumption of harmless dignity he acquires. He brings his petty morsels, merely by accident, incidentally—a last-minute suggestion, as he turns to go.

He is your worst enemy, and you are not apt to sense it, at the start.

There is such a splendid background of the duty all employees owe the Old Firm.

There is not one case on record, where the internal business spy has brought satisfactory results. There are millions of cases, on the other hand, that refute the system. By some invisible telegraphic wire, the word goes forth to all: "We are being watched—we are not trusted."

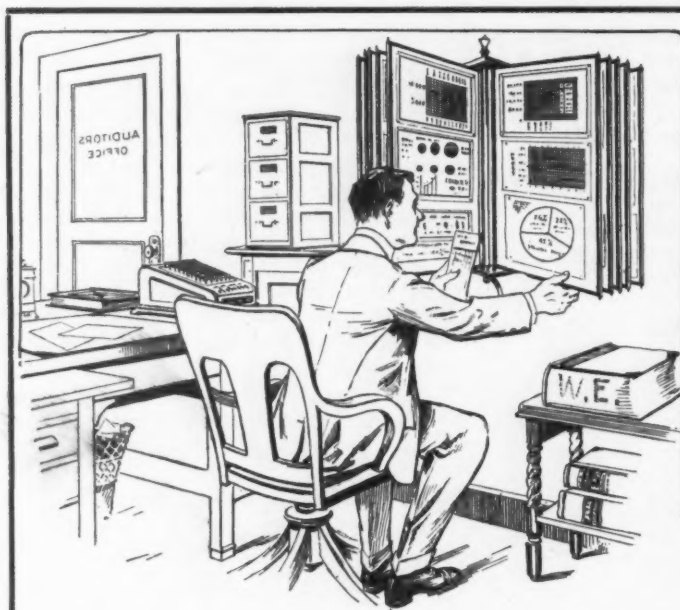
The sales manager who has a spy on his pay roll has a hyena in the organization.

Skin 'em alive, and nail their bloody skins on the cabin door.

They deserve it!

One thing that was overlooked by the recent Dartnell report on how to cut selling expense, is a little philosophy by Ben Franklin, as follows: "Beware of small expenses; a small leak will sink a great ship." Oh, that's all right, don't mention it!

"Saying we are pleased with the Dartnell Service is putting it mildly. It has accomplished much in the way of offering suggestions for the stimulation and up-to-date, systematic method of keeping our organization abreast of the times. We constantly look forward for every item that you publish, and we always find every bit of it interesting." C. H. Gresslee, Vice President and Sales Manager, Automotive Steam Carburetor Co., Inc.



UNIVERSAL DISPLAYORS with leaves turning like the pages of a large loose-leaf book give executives and all others the means of securing the efficiency in visualization that centralized control demands.

We manufacture over 400 different models. Write for information at once. We can solve your problem.

Universal Fixture Corporation
141-A West 23rd Street, New York

TAKE A SHORT CUT
with a **UNIVERSAL DISPLAYOR** and keep important information at your finger tips.

Avoid the old method of "hunting" through desks, cabinets and files.

UNIVERSAL DISPLAYORS are ideal for visualizing maps, charts, graphs, posters, surveys, pictures and printed matter.



"Our studies indicate that during the summer months of July, August and September, the country as a whole will do approximately 75% as much business as it did a year ago. This means a total expenditure very close to \$125,000,000,000. Some one is going to get this business. Fight for your share."

Says--

ROGER W. BABSON
in his Sales Bulletin
of April, 1921

In the same bulletin, Mr. Babson states that in Chicago this Summer business will be 85% of what it was in 1920. This means that business in Chicago will be in a better condition than elsewhere in the country.

Nor is this surprising. The diversity of Chicago's many industries and the position it occupies as the center of the richest agricultural region in the world, places it in a position where periods of business depression affect it but little. It is quick to respond to the proddings of prosperity. It is the *ideal* market.

70% Sales on a Higher Priced Product

Just now the Herald and Examiner is merchandising a product which sells to both dealer and consumer at a price one-third higher than competitive products sell for; 181 other brands are being sold by Chicago dealers. Despite this fact, *seven* out of *ten* dealers interviewed are being sold! Adequate distribution will be secured before a line of advertising is published.

That such a feat is possible is due to two things: The plan that the Merchandising Department of the Herald and Examiner has perfected; and the dominant position that the Herald and Examiner occupies in Chicago.

Would you secure complete distribution of your product in the Chicago market? Then write the Merchandising Department for an exposition of its plan. A request involves no obligation.

JOHN A. DICKSON,
General Manager.

HERALD CHICAGO EXAMINER

TOWNSEND MERCANTILE CO.
Farm Implements and Hardware
MARION CITY, MONTANA

MCCORMICK-DEERING LINE
INTERNATIONAL HARVESTER

1922 JANUARY

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				29

1922 JANUARY

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				29

*Are You
thro*

investigate our plan for t
vertising among your cust
trade-mark is linked up w
in a year-long advertisem
and saves money for your

Free wall space in the hon
buy—and free distribution
your retailer's advertiseme
our sales-making proposi



Do You Marketing Your Products through Retail Merchants? If so—

plan for the distribution of your advertisement to your customers. By this plan your advertisement is picked up with your local dealer's name and advertisement *that costs you nothing* for your dealers.

in the home—space which you cannot obtain for the distribution of your trade-mark and of your advertisement can be obtained through this proposition.

M-W Co-Operative Art Calendars, containing story-telling pictures, together with your trade-mark and your retailer's ad, are the "forget-me-nots" of business and are recognized as the standard of low cost, long-term, home advertising.

Tell us how many retailers you have and let us show you how their co-operation can be increased in pushing the sale of your products.

Calendar Department
MAGILL-WEINSHEIMER COMPANY

Producers of Sales-Making Advertising

1320-34 So. Wabash Avenue, Chicago

AMERICAN BUSINESS IS GOING FORWARD

Regardless of the Views of the Pessimists

The mass of the people have more money and are making larger incomes than probably at any previous time in history.

The growing pains incident to a readjustment in many industries are by some grossly magnified far beyond sane probabilities.

Now is the time when manufacturers and retailers should insure their future prosperity by rational but confidence-inspiring newspaper advertising.

If everyone would but seek to find market for a rational product at fair prices and temporarily eliminate the tendency of crowding labor down business would more speedily reach a new normal. No one ever got rich or increased the volume of his business or profits by sitting down and crying calamity.

Newspaper advertising provides the very best and most effective way for reaching the people of the United States, who to-day have over \$37,000,000,000 on deposit in our various banks.

Why waste time with intermediary impediments? Advertise your wares and let American business go forward.

THE NEW YORK GLOBE

Member A. B. C.

JASON ROGERS, Publisher

170,000 a Day

LORENZEN & THOMPSON, Inc.

Chicago, Peoples Gas Building

New York, 19 West 44th St.



Trade-Mark and Good-Will Protection

Subscribers are invited to submit problems relating to registration of trade mark, label infringements, etc. If possible, they will be answered in a forthcoming issue. Address: Trade Mark Department, Sales Management Magazine, 1801 Leland Ave., Chicago.

A Decision Is Coming That Will Show Relation of Resale Price Fixing to Established Good-Will

Lima, Ohio.—Is there any case on record or pending which shows the relation of resale price fixing to good-will? We feel that inability to maintain standard retail prices saps good-will and are looking for support for this theory. J. Q. A.

Of all the several and sundry opinions in which the Supreme Court of the United States has undertaken to say the last word in definition of the limitations upon specific features of resale price maintenance, none has covered broadly the influence upon good-will. However, a decision is coming—years hence, maybe,—that should bring comprehensive pronouncement on this score. The case in question is the friendly contest between the Beech-Nut Packing Company and the Federal Trade Commission. The case is now in the circuit court of appeals on the way to the Supreme Court of the United States. The Beechnut Company is a firm believer in resale price maintenance as a prerequisite of national dealer- and consumer-good-will and in its effort for price uniformity in its line has invoked pretty nearly every agency of price stabilization that has anything to commend it. Hence it is hoped that if this many-sided but clean-cut case draws a verdict from a full court on the Supreme bench, business circles will know precisely whether price standardization may be claimed as a pillar of good-will.

Germans Are Up to Their Old Tricks

Wilkesbarre, Pa.—We note, in a Philadelphia newspaper, a statement to the effect that German firms are conducting raids upon the good-will of American firms by stimulating trade-marks. How is this possible, inasmuch as the U. S. customs authorities are supposed to bar the entrance of any imports that bear counterfeits of the registered trade-marks of American producers? R. & N.

The Germans have been enabled to return to their former practices of good-will "penetration" through two forms of strategy. For the United States market there is no identical duplication of registered marks, but instead, an approach as near as the law will allow,—so close, in many instances, that consumers are confused by a cleverly reminiscent name or mark. More brazen imitation of Yankee brands have been foisted by the Germans upon alien customers of U. S. firms.

A recent experience of the New Haven Clock Company of New Haven, Conn., is illuminating in this connection. The New Haven Company has had extensive sale in Canada for an intermittent alarm clock known as "The Tatoo", the name

being printed in red on the dial of the clock. The Germans sent into Canada at a lower price a clock made of tin instead of brass but palmed off as "The Tatoo". Walter Camp, who is an official of the New Haven Company, made a trip to Canada and persuaded the Dominion authorities to block that little game. But what did the Teutons do? They omitted the word "Tattoo" from the dial but substituted the term "Identical New Haven" claiming that this was the trade name of their clock. This is typical of the loopholes through which they crawl.

Uncle Sam Will Intervene, On Occasion, To Protect Good-Will

Lincoln, Neb.—In the case of encroachment upon the established good-will of a going concern it is necessary that the firm in question shall take all the measures and bear all the expense of prosecuting an infringer or will the government take a hand, if the matter is brought to the attention of the proper authorities? D. V. H.

If the case be an ordinary one of trade-mark infringement or unfair competition it is presumed that the initiative rests with the trader who is damaged by the duplication. There are, however, certain circumstances under which Uncle Sam will lend a hand. If "unfair trading" is involved, rather than technical trade-mark infringement, the Federal Trade Commission may be induced to issue a "complaint" against an invader of good-will, if warrantable circumstances can be brought to the attention of the trade body.

A recent precedent also establishes, in most interesting manner, the fact that it may be possible to induce the U. S. Department of Justice to intervene in behalf of the sanctity of good-will. The Bayer Company, manufacturers of aspirin, is given credit for inducing this unusual action on the part of the government. U. S. attorneys submitted to a Federal court a petition asking that the Albany Chemical Company and the Trade-Mark Title Company be restrained, as in violation of the Sherman Act, from attempting to monopolize the name "Aspirin" by registering it as a trade-mark under the laws of various States. The petition has been granted, and the interests above mentioned have been directed to withdraw any and all applications for state registration of the word "aspirin", separately or associated with any other word. The incident is most significant as fixing limitations upon the use of a new ruse (State registration) to win acknowledgement for good-will where no such recognition may be obtained at the U. S. Patent Office.



Send for a Copy of "The Hardware Salesman" Just off the Press

The first issue of the new Dartnell magazine for hardware salesmen is ready. It is full of ideas that will increase the sales of any hardware salesman.

"The Hardware Salesman" is the first of a family of monthly publications in the interest of the jobber's salesmen in major lines of business. It will be followed in due course by "The Dry Goods Salesman", "The Grocery Salesman", "The Drug Salesman", until ultimately the entire field is covered.

A limited amount of advertising space is available in "The Hardware Salesman" for manufacturers who feel that they have something of importance to say to the men who sell their product to the trade. The guaranteed circulation for each of the first three issues is 5,000 copies to jobber's salesmen alone, with added circulation to the hardware jobber, specialty manufacturer and specialty salesman.

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The New York World

Merchandising Department

Maller Building, Chicago

Pulitzer Building, New York

Ford Building, Detroit

Unite to Stamp Out "Graft" in Selling

By Waldon Fawcett

It has long been the custom of seafaring men in charge of ship's purchases to expect to be wined and dined in return for orders. Sales managers of houses catering to this trade have long inwardly resented this practice, but outwardly tolerated it. They have finally gotten together, however, and, as this article will show, hope through concerted action to break up the practice. The dispatch is particularly interesting showing as it does the way out of the evil in other industries as well.

THAT "commercial bribery", so-called, is a costly element of waste in selling and should be eliminated, on that score alone, is the conviction of a group of four dozen progressive marketing executives. The human document detailing how these advanced thinkers have joined hands to wipe out "graft" as an ulcer of sales routine is likely to stand as just about the most interesting "campaign story" of 1921. It looks like the forerunner of a national corrective movement in salesdom. More than that, it proves that a few courageous souls can adopt radical sales doctrine and put it over in the face of the liveliest competition from unregenerate rivals.

Not a few lucky sales managers know of "commercial bribery" only by name, and as the objective of one of the "reform" movements of the Federal Trade Commission. Some sales executives have been not a little irritated indeed, by the efforts of the trade body to secure a national law in restraint of commercial bribery, fearing that such a statute might be distorted into prevention of the exchange of the ordinary courtesies of business,—the gift of a cigar or the extension of an invitation to luncheon. Beyond the happy immunity zone however there lies an ever-widening business belt wherein commercial bribery is a real evil. In such lines as paints and varnish, printers' ink and supplies, insecticides and disinfectants, "graft" in selling has grown to such proportions as to constitute an appreciable element of cost.

"Remembrances for Buyers"

For several years past a certain proportion of these open-handed sellers have been crying in loud voices for a Moses. They recognized, it was confessed, the money loss, the bad moral effect, and all the other ill consequences of "graft" but felt powerless to discontinue the practice so long as competitors continued it and could be depended upon to take away the business of the righteous who failed to provide "remembrances" for buyers, subordinates and employees who have the power of specification, recommendation or requisition. It remained for a clan of courageous pioneers in the worst of all hotbeds of bribery to undertake to work out their own salvation.

To appreciate why the field of ship chandlery, vessel outfitting and marine repairs has presented a spectacle of commercial bribery run riot, it is necessary to take into account the extreme arbitrary power of designated buyers in this domain. Under the admiralty laws,

when a ship enters port her master or captain comes clothed with arbitrary powers. Even if the law did not sanction his czardom, the necessities of the situation would prescribe it. The owner of the vessel or the directing executive is hundreds or thousands of miles away. The absentee does not know intimately the requirements of his vessel at the end of the voyage nor does he know the day-to-day market conditions as to prices, stocks, etc. Whether he wishes it or not, he must repose confidence in his captain and allow him full discretionary power in purchasing. This absolute despotism of a ship captain as a buyer is translated, in degree, within their respective spheres, to the Engineer and the Steward of the ship.

As though such a condition was not enough to court "graft" ad lib, the practice has been winked at from time out of mind by foreign vessel owners. From some dim and distant date it has been the custom of the shipping interests in virtually all the Old World countries to pay vessel masters and officers relatively modest, and inadequate salaries with the tacit understanding that the officers would have the deficit made up by the "commissions" which would be paid upon the necessary purchases for the vessel at her successive ports of call. In the United States, where shipping interests have been wont to pay respectable salaries, there has been no justification for graft but, to a considerable degree American ship owning and operating interests have been caught in the grip of world-wide custom.

The Sins of Short Weights

And what a precious scandal has developed. If one were wont to moralize he might say that it constitutes a convincing object lesson of the lengths to which subsidized selling may be carried. Not only have ship chandlers and vessel repair concerns paid commissions and provided "entertainment", as a matter of course, but wholesale hardware firms and wholesale grocery and provision firms selling to ships have found it all but imperative to provide the traditional prerequisites. Even the shipping agents, who are supposed to conscientiously represent the owners, have succumbed to temptation and have, in effect, accepted commissions from both buyer and seller. Worst of all, though, from the standpoint of sales ethics, is the manner in which commercial bribery has flaunted contracts made by vessel owners with ship repair, outfitting and supply firms. Fail-

ing to "get theirs" ship owners have refused to deal with the firm holding contracts and the owners and sellers have been alike powerless, in many instances, to enforce the contracts.

Coming to the cost of "commercial bribery" as an irritating item in sales expense, the ship outfitting and supply field affords concrete evidence in plenty. There is a pleasant fiction to the effect that the standard "commission" to be paid on ship purchases is 5 per cent. It would be more accurate to portray 5 per cent as the minimum. There are numerous instances in which sellers have paid 20 per cent. An allowance of 30 per cent is not unusual. And from that we go, in ascending scale, to the unusual cases where payments as high as 100 per cent have been made. Nor should it be supposed that this graft merely makes pin pricks here and there in the selling fund. A recent examination by U. S. government officials of the books of a prominent firm in New Orleans, engaged in the sale of steward's supplies, deck, engine, and cabin supplies, revealed the fact that last year, in doing a business of \$300,000 this firm expended in gratuities, gifts, and entertainment a total in excess of \$24,000 or approximately 8 per cent of the entire volume of business.

Collecting Commissions Both Ways

Severe as has been the penalty in sales expense this has not been so weighty a factor in bringing about an effort for reform in this line as has the effect of the trade practice upon the morals and the morale of sales forces. It would be bad enough if each incident in bribery were encompassed in payment to the ship's buyer of a commission in cash. For it is conceded that, in order to make up this expense, sellers have been driven to all the sins of short weight, short measure, inferior qualities and even to the submission of "fake" invoices, the buyers being notoriously complacent as to price and other consideration, so long as they be "taken care of".

The organized movement to clean the sales house from within was inaugurated a few months ago at New Orleans and spread until it encompassed various ports on the south Atlantic and Gulf coasts from Galveston to Norfolk. The ship outfitters who made this constructive move had not all followed the practice of pandering to the representatives of buyers. Included in the number were some firms, hardware concerns, for example, that were not so wholly depend-

ent upon marine business but what they could show a certain independence of spirit and who had consistently refused to give bribes. But they, naturally, were quite as keen for the elimination of graft. One of these conscientious concerns was euchered out of \$170,000 of "contract" business last year because it would not bow to the demands of ship officers who set at naught the instructions of their principals.

Given the impulse to eliminate commercial bribery by organized co-operative effort, the Southern firms pursued a course that is as interesting as it is daring. The obvious procedure would have been to organize a trade association. They avoided the obvious. According to the reasoning in this quarter, such have been the abuses of the trade association form of affiliation that not a few trade associations are dangerously near the border line of the anti-trust laws all the while, and have come to be looked upon

with suspicion by buyers. In the eyes of not a few skeptical purchasers, trade associations are, indeed, looked upon as instrumentalities to maintain prices. Also there was the consideration, with these ship outfitters, that it was desirable that their organization bespeak an element of direct personal responsibility by the participants such as is not necessarily present in the case of a trade association.

Incorporation seemed the solution and behold we have the American Ship Service Corporation, with main offices at Washington, D. C. It is believed to be the first and only organization of its kind in existence,—a union of competing sales interests formed specially and specifically to eliminate "graft" in selling. At the outset, forty-eight firms were invited to come into the corporation, obligating themselves to pay annual dues of not less than \$300, and every one accepted. Now the scope of the corporation is being extended to the north Atlantic

ports and eventually the territory on the Pacific and the ports on the Great Lakes and the inland rivers will be embraced, making the body national in scope.

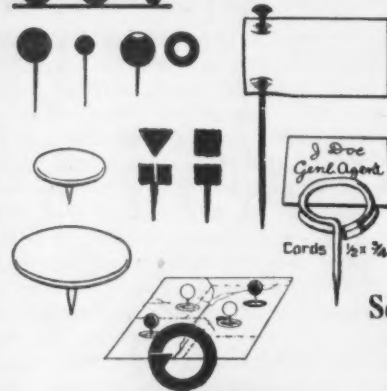
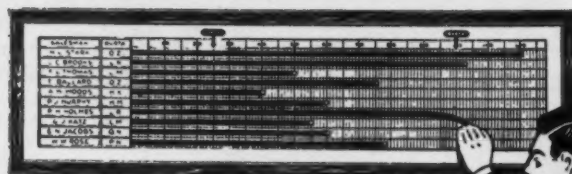
The dominant thought with the organization of this new anti-graft sales institution was the necessity of carrying to the purchasing and contracting public, conviction not only of the responsibility but likewise of the absolute sincerity of the signers of this declaration of independence. To this end, the applicant for membership in the American Ship Service Corporation must signify his realization that membership carries with it a stringent anti-bribery pledge. Upon enrollment he "signs the pledge" stipulating "that no gratuities, systematically lavish entertainment, so-called commissions or other thing of value will be given to any person whatsoever, directly or indirectly, to influence the placing of orders in connection with the shipping business".

Under the by-laws of the new corporation it is declared to be one of the special duties of the Secretary-Treasurer of the American Ship Service Corporation to report to the Board of Directors all infringements or attempts to evade the no-bribery obligation coming to his knowledge or attention with good and sufficient evidence in support of same. It is set forth that this official, after due and careful investigation of a complaint against any member in this respect shall have no discretion in the matter except to submit the evidence to the Board without fear or favor. It is declared, in the by-laws, to be the intention of the members of the Corporation that conclusive evidence in any case of this kind should automatically expel from membership any individual, co-partnership or corporation breaking or evading the iron-clad pledge.

The primary object of the American Ship Service Corporation is to do away with graft in selling, by mutual consent, as it were. However, it is too much to expect that all contenders of trade in this field will be of one mind as to what constitutes allowable means to a sales end. Consequently, we discern, in the background, a supplementary mission regarding which the innovators are not saying much at present but which, it is conceivable, may develop into a most important aspect of this crusade for untainted competition. Hint of possible compulsion is found in the drive which the American Ship Service Corporation is staging to secure the enactment of stringent State and national laws against commercial bribery. Within the past few months the State legislature of Louisiana has been persuaded to enact a commercial bribery law that is to be held up to all other States as a "model statute". At the same time the crusaders are striving, with some prospect of success, to induce Congress to enact the national law against commercial bribery which has been recommended by the Federal Trade Commission. No threats are made, but it is obvious that, if armed with laws, an alert group of sworn foes of graft in selling should be in a position to bring into camp most of those have no conscientious scruples.

GRAPHIC MARKING DEVICES -

FOR
MAPS
AND
CHARTS



Every Salesmanager
Needs
EDEXCO DEVICES
for keeping Graphic Records

Compare sales with quotas—locate agencies—check credits—tell where men are—ALL AT A GLANCE.

Send \$1.00 today for big trial outfit

containing 100 map pins and other marking devices, sales maps, charting papers, curve cards, **Edexco** map mount, 2 catalogs—**Graphic Supplies and Mechanical Graphs**—and special Instruction Sheet on Starting and keeping Graphic Records. Catalog alone sent free. Please indicate one desired.

EDEXCO GLASS HEAD MAP PINS

Color runs clear through. Will not peel, chip, nor scratch. 2 sizes—5 shapes—16 colors.

Edexco Pins make your sales map tell the truth



Educational Exhibition Company

634 Custom House Street

Providence, R. I.

Using Old Salesmen to Get New Recruits

(Continued from Page 434)

work of furnishing Baker-Vawter Company with A-1 men for Sales Classes? Can you pick men for Baker-Vawter sales work and sell them on its possibilities? Can you picture to them its obstacles and difficulties from your own hard experience and still make them feel that it's a game worth while?

You come in contact almost every day with good reliable men who would make dependable salesmen for us if properly sold on the job. Do you recognize such men when you see them? You can if you will make it part of your routine to seek and analyze men for sales positions.

You know the kind of fellows it is a joy to work and associate with—the kind you meet at Pioneers Club conventions and read about in the Journal. We need your help in picking that type.

When you see a good looking prospective sales class applicant, don't be in too big a hurry to accept his ability at face value. Study him in his job—his everyday environment. Does he attend to his job—his own business? Does he understand his own work and the methods of the office in which he works? Can he discuss them intelligently? Is he progressive, and interested in modern methods? Has he also the personality which will help him win friends; that will inspire customers to confidence in him and our goods—the punch and energy to win?

How long has he worked for the institution with which he is connected? Do his employers regard him as dependable and a permanent asset to their business? What is his future there?

Has he courage, will power, determination? A pleasing personality—the kind that would make him look and act like a high-grade salesman; in other words like a Baker-Vawter salesman?

You can learn the right answer to all these questions about any individual only after you have known and studied him for a long time. Many fellows you and I have picked for winners on short acquaintance have turned out to be disappointments. Shall we let that fact permanently discourage us? No! Let us rather seek to improve our methods of selecting and judging applicants. Our experiences in having to accept many unknown quantities in the selection of sales force material has convinced us that we can reduce cost and turnover in sales force personnel by having a more intimate knowledge of candidates' worth before we spend time, money and our customers' good will upon them.

You can help us. You know what a man ought to have to be a credit to our force. Look for men of that kind. As we grow into a sales force of three hundred salesmen, district managers and division managers during the next three years, we'll need lots of good new man-power for expansion, and replacement of those who are promoted.

Sincerely,
General Sales Department.

SALES MANAGEMENT

*This New Building, Erected, Occupied and Owned
by Buckley, Dement & Co., Direct Mail Specialists*

*Our Highly Organized Methods and Equip-
ment Are an Asset for Any Advertiser*



Direct Mail Advertising

Lots of people wonder what Direct Mail Advertising is.

We like to call it by another name—ORDERS.

For if you use it right—it brings the orders and it helps your salesmen to get more.

You can use it very effectively, because you have a product people want to know more about—and direct mail advertising can tell them.

Then your salesmen go out and get—MORE ORDERS.

Just say you're interested—would like to know more about our plan of working, and without obligation on your part, we will submit ideas and recommendations to you.

Write today—on your business stationery, and we will send you with our compliments a little pamphlet by Homer J. Buckley "Reducing the high cost of traveling salesmen."

Co-operating in perfect harmony with many of the largest advertising agencies and advertising managers—and in no way conflicting.

Buckley, Dement & Co.

Mail Advertising Service

**Selling Campaigns Planned, Printed; Guaranteed Mailing
Lists Compiled; Addressing and Mailing; Form Letters**

1308 Jackson Boulevard

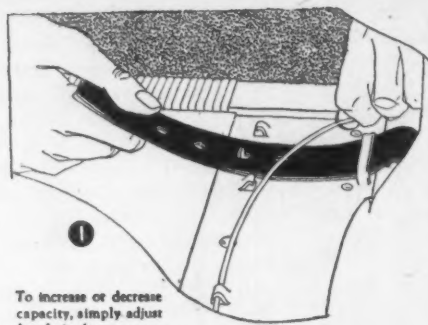
CHICAGO, ILL.

Telephone Monroe 6100

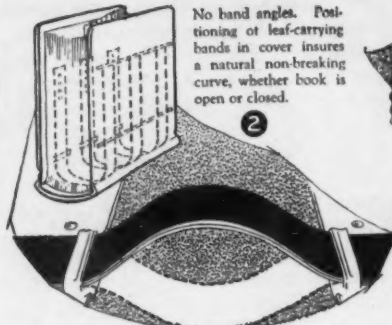
Market Surveys

A knowledge of your market is important in selling by mail. Our service includes a study of territories, products, methods of selling, competition, dealer influence, consumer demand, accurate determination of right mailing lists and the most effective marketing plans.

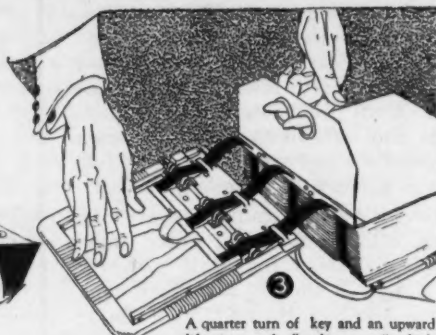
For Every Loose-Leaf Purpose



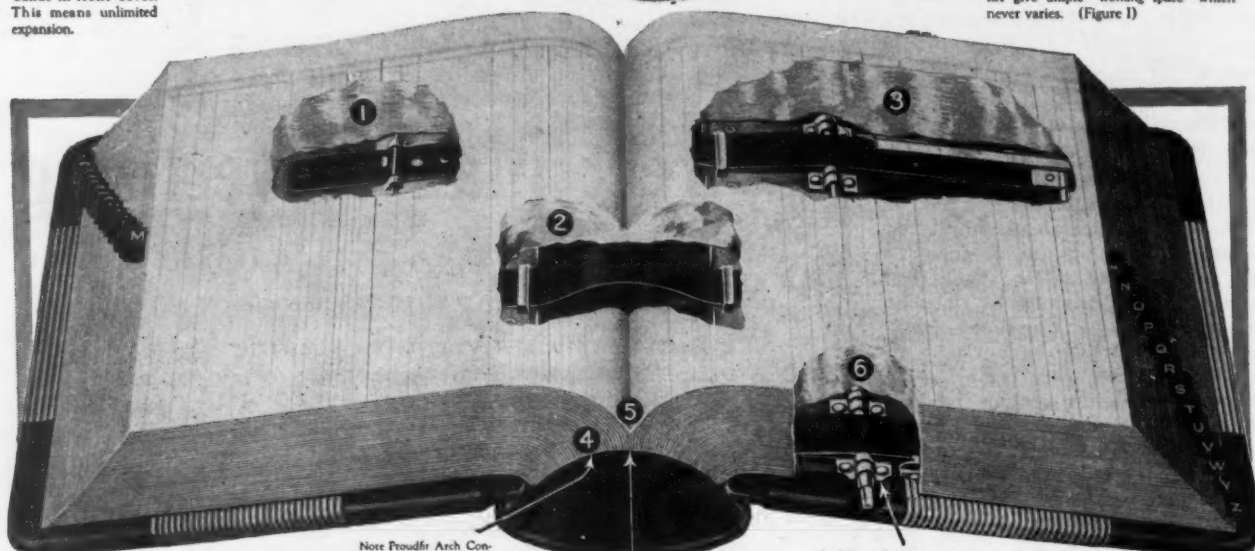
1
To increase or decrease capacity, simply adjust bands in front cover. This means unlimited expansion.



2
No hand angles. Positioning of leaf-carrying bands in cover insures a natural non-breaking curve, whether book is open or closed.



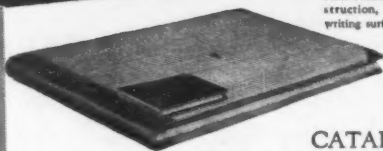
3
A quarter turn of key and an upward lift give ample "working space" which never varies. (Figure 1)



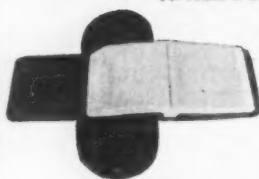
1
Note Proudfit Arch Construction, insuring flat writing surface.

2
Half-inch binding margin permits conversion of present systems without reprinting.

3
Locking mechanism is easy to operate—a key, a lever, a ratchet. This shows key-lock.



For Pocket or Desk



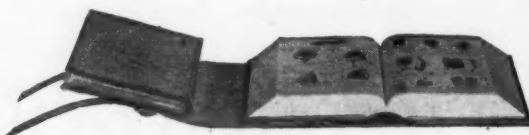
All-Weather Catalogs



Catalogs, Blue Prints or Photos

CATALOGS, Price Lists, Printed Matter, Recapitulations, Records, Note Books, Order Books, Binders, Ledgers, Photograph Albums,—from the smallest to the largest volumes carried by your salesmen or used in your office, store or bank,—can be operated more simply, more conveniently, and far more economically the Proudfit way.

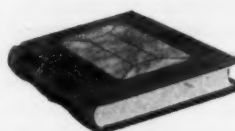
There's a Proudfit Branch in your vicinity. A letter to the factory will bring a representative who will give careful consideration to your needs without obligation or expense.



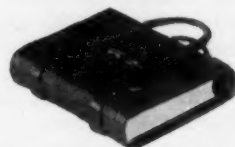
Salesman's Carry-all



Auxiliary Records any size



County or Municipal Records



Catalog Portfolios

THE Proudfit LOOSE LEAF CO.

GRAND RAPIDS, MICH., U. S. A.

The Handwriting on the Wall!

By Eugene Whitmore

of the Dartnell Editorial Staff

Somebody is said to have fiddled while Rome burned. Somebody said, "On with the dance—let joy be unconfined" while an army approached. The same self-complacent attitude of unconcern is sometimes found back of the failure of business enterprises—enterprises which could have been saved had there been a lookout in the crow's nest on the watch for danger signs.

STOPPING off for a day in a small southern city I noticed an abandoned factory. Always anxious to learn the cause of failure of any business enterprise, I inquired of one of the residents.

"Oh, they used to make shipping cases for the people who make Mason jars, but a couple of years ago the jar people started using fibre shipping containers, and the little box factory you see falling into decay and ruin over there had to go out of business."

I have no doubt but that the officials of that little box factory laughed at the idea of shipping heavy material in a "pasteboard box." They probably declared the idea a fad and a passing fancy that would soon die out.

I am not going to suggest that you go out and borrow trouble, neither am I a pessimist, but like the king at the feast in biblical times the days of your product, of your prestige, and of your methods may be numbered.

A vital change in the process of manufacture, in the style of your product, or the method of selling may be just around the corner.

The Case of the "Blind" Typewriter

The chance complaint of a salesman, the occasional suggestion from a customer, or the return of a single shipment of goods from a dealer may point to a new condition which you have not anticipated, or which may result in the turning up-side-down of your business.

It is said that the makers of the then leading "blind" typewriter absolutely refused to consider the visible machines seriously. They were so cocksure of their leadership and their prestige they allowed their pride to force them into a rear seat in the typewriter business. When they finally did bring out a visible machine it was a long, hard, uphill fight to re-establish themselves in a place in the sun.

In many parts of the country we have to look upon some of the once highly prosperous buggy factories to realize the terrible price some firms have paid for their refusal to anticipate the trend of the times and the market.

The Studebaker Corporation is one outstanding example of an organization that has kept step with the times, and maintained their leadership through the ever changing markets of this generation.

Their business was once confined almost entirely to farm wagons and bug-

gies. They were leaders in their field. But when automobiles began to show possibilities they were not willing to be caught napping. They entered the automobile business, and today the name Studebaker means as much in this new field as it did in the old. But it is one of a few. Moon Buggies were once famous, and automobiles now bear the same name. The Gardner car is also made by men who formerly were in the buggy business, but most of the big names in the automobile industry have been developed right in the automobile field. The other buggy manufacturers have allowed this vast business to be developed by others who were able to see the handwriting on the wall.

No business stands still. Every business that grows is in a constant state of change and flux. New models, new ideas, and improvements must constantly be incorporated into any business that is to grow. If your business is standing still—if you are not making improvements, changes, or additions the handwriting is on the wall for you, and unless it is heeded your business is liable to go the way of the high wheeled bicycle, the bustle, petticoat, or one horse shay.

Anheuser-Busch had Bevo on the market and selling in large quantities, when near beer was an insult to half the population instead of a daily beverage. They "scooped" the market, and while breweries in dry states were going out of business they were building an enormous business on Bevo.

When Every Store had a Molasses Barrel

Men still on the sunny side of thirty can remember when every grocery store had a molasses barrel. The household without a molasses jug was as incomplete as one without a flour barrel or sugar bin. A grocery salesman familiar with every store in Milwaukee told me that he knew of only one store in the entire city that still sold molasses from a barrel. The same, of course, is true of every other town and city. One firm stands head and shoulders above all others in volume of business in molasses simply because they were able to foresee the trend of the times; once they did they lost no time in advertising their 'Brer Rabbit, and Velva Breakfast Syrup in cans—they popularized the idea of selling molasses in cans.

Sitting at his desk viewing a large volume of business coming in, the average sales manager or executive is apt to feel that he is crossing bridges before he comes to them when he begins to antici-

pate changes in the size, style, or process of manufacture of his product. "Let well enough alone" may be a good rule to follow in some lines but it has turned out to be the Waterloo of many prosperous organizations who have failed to anticipate future demands.

Many concerns today have regularly organized future demands departments whose duty it is to be on a constant lookout for possible improvements, changes in the buying trend of the public or a reversal of the selling process.

At some time in their career, every firm whose business has dwindled away through lack of foresight, has had the opportunity to modernize their line or their methods.

It may have been the chance report of a salesman, or the suggestion of some bright young man in the office or factory; the dealers may have shown a certain amount of reluctance to continue to stock the line, or the sales may have dropped so gradually that no one was alarmed until it was too late—but in every instance the handwriting appeared on the wall and went unheeded.

Even Lumber Is Identified Now

Styles change over night these days. Not only in the fields that depend solely on fashions, but in all lines. A new office device, a new machine or a new product can be thrown on the market from Palm Beach to Portland, and from Santa Barbara to Bangor almost over night. It no longer requires years of slow effort to market a new product, or change the style or buying habits of a nation.

Styles change even in raw products and materials. Witness the strides made in the building material industry. Composition, slate, asbestos, and metal roofings have made great inroads into the sale of wooden shingles; concrete, stucco, and various composition boards have cut into the sales of lumber to a surprising degree. But while these new ideas were getting in their hardest licks the vast majority of the lumber manufacturers sat complacently watching, feeling perfectly secure. With the result that the lumber industry is said to be in a very unsatisfactory state at the present time. With the exception of the Long-Bell and Weyerhaeuser interests most firms market their lumber in the same manner as their grandfathers. These two firms have set a new style in selling lumber. They sell trademarked, known and identified building material.

Sales Manager Wanted

A large and old established financial house desires to employ a sales manager who has had experience in selling securities. Salary \$100 per week with ample bonus for production.

Box 630

SALES MANAGEMENT
1801 Leland Ave. Chicago



Card-Impression

After your card reaches the man you want to influence favorably does it impress, by a clean, finely engraved, snappy appearance, all the importance of your visit?

WIGGINS Peerless Patent Book Form Cards

do and have the additional advantage of being more convenient. Made by master engravers and used by big representative business houses the country over. Send for specimen tab—let the cards themselves do the "talking." Write today.

The John B. Wiggins
Company

Established 1857
1100 S. Wabash Ave.
122 S. Michigan Ave.
Chicago



Do You Require A Sales Manager of Proven Ability?

A sales manager of a prominent concern of the Middle West, desires connection with a concern of standing requiring the services of a thoroughly experienced, broad gauged sales executive. Have plenty of evidence to show ability to produce results. At one time sales manager for largest concern of its kind in which business is secured through engineering recommendations. If you want someone to develop a forceful selling organization, I would be glad to furnish you with complete details. Would consider a high grade selling proposition in Indiana and Michigan.

Box 652

SALES MANAGEMENT
1801 Leland Ave. Chicago

Can it be that they were the only ones to see the handwriting on the wall and adopt advertising and aggressive sales tactics to insure their future business. In this instance they have led the way, and stand in the class with the organizations who have abolished the cracker barrel, the molasses jug, and the cheese of unknown origin.

Right now vast industries are threatened. Is a sewing machine now the vital part of every household it once was? I am not sure but I feel that thousands of young housewives of today prefer an electric suction sweeper, a phonograph or a player piano to a sewing machine. Are the people of coming generations going to be clothed entirely in factory made clothing? If so, will the sewing machine industry confine its output to making machines for clothing, garment and underwear manufacturers? Are the enormous bakeries of today to put the home made cakes, pies, doughnuts and bread out of the running? Isn't there a big field for aggressive educational sales and advertising effort in these two fields—can not the stove and sewing machine manufacturers re-educate the housewives of the country to do more of their own work?

The apartment hotel is growing by leaps and bounds. This is true in many smaller cities as well as in Chicago, New York and other centres of population. What effect will this latter day development have upon the market for household utilities?

The sales manager of today must be thinking not only of this year's sales record—he must have his finger on the pulse of the 1930 market if he is to avoid the stigma of being a "has been". 1930 is only nine years away—a long time you say, but how many manufacturers who felt perfectly safe in 1912 are out of business today, or at least out of date. Millions of dollars have been spent by one or two firms in trying to stave off the rapid advance of the "ready made" cigarette. "Roll Your Own" is no longer the popular pastime it once was, yet the merits of the tobacco sold for the roll-your-own brand of cigarettes are just the same as nine, or ten or twenty years ago.

I rode past a factory one day last week. It is a whole block square—a large factory that stands out even among other enormous plants such as the McCormick Works, Kuppenheimer Clothing Plant and others in the neighborhood. I looked at it a second time—it appeared familiar. I wondered why I remembered it so well, but something looked different from the last time I saw it. I scratched my head and pondered. All at once the truth dawned upon me. It was once the plant kept so busy by my friend the manufacturer of the now old fashioned vacuum sweepers operated by elbow grease. Investigation proved that he had gone bankrupt. He was just one of the many who have bowed to the progress of the electrical idea in suction sweepers as purveyed by The Hoover, Apex, Royal, and other manufacturers who were able to see the handwriting on the wall.

The manuscript of this story was submitted to a prominent sales manager, and it was intended that it should close at the end of the above paragraph. When the sales manager had finished reading it he said, "Now, Mr. Whitmore, this is all very true—it is really a very timely warning to every manufacturer, but you have led us out into the woods and left us there. In other words, you have pointed out an ailment but have suggested no remedy".

He is right. Sales Management does not pretend to be a business soothsayer giving out wholesale advice as to how you should run your business—it can only gather the successful experiences of other sales managers and point them out as suggestions.

You have probably noticed the wide advertising campaign now being conducted in behalf of the New Improved Gillette Razor. With all their prestige—their past advertising, their dealer good will, their wide advertising it would have been almost natural for them to assume that their business would continue along indefinitely with the usual amount of advertising.

But they were not willing to gamble with luck.

They are assuring the future of their business with this new model. The patents expire late in 1921, and six months before a competitor can begin to make an old style Gillette in competition with their present model they are throwing the old styles on the market at greatly reduced prices, and bringing out the improvements.

Thus at one swoop they have anticipated the future demands upon their business outdistanced possible competition, and heeded the handwriting on the wall, even before it begins to appear.

One firm has a plan for seeing the handwriting on the wall almost before it appears. Semi-annually they send out a questionnaire to all salesmen. It is designed to gather information which will tell the officials of the company what progress their line is making. It ascertains which of their competitors are making the most headway and why. Distribution of all other competing lines is checked up, and every possible question is asked that will throw light on the present status of their various products.

When a salesman makes a suggestion or a complaint it should go directly to some one empowered to investigate and act on it if the suggestion is practical or advisable. The practice of filing reports after some clerk has checked them is dangerous. Many concerns have conducted extensive and expensive investigations only to learn that the information was filed away in daily or weekly reports of their sales force.

Sentiment against a line or an article may develop slowly, but often it crystallizes quickly after years of smouldering, and the manufacturer who does not keep abreast of changes will have an uphill fight in maintaining his sales volume, or re-establishing his business once competition gets the drop on him.

Sales Methods Enable Large Bank To Get Better Service with the Aid of Findex

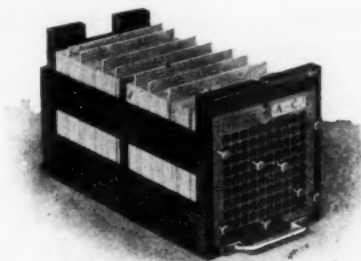
The Bank of Italy has 24 branches in California and has a list of customers totaling more than a quarter million. Its phenomenal growth has been due largely to the ready adoption of progressive, business-building ideas. It has recently established a Central File in order to broaden and intensify the relationship which exists between its customers and **all** departments of the bank.

Findex was installed to make readily accessible the tremendous amount of information contained on the cards in the Central File. By means of Findex and its almost automatic selection of any given list, the Bank of Italy is able not only to give remarkably effective service to its customers, but to gain new business rapidly and economically.

The Central File with Findex to pick out the desired information is one of the most important developments of modern business.

In addition to its use in banks, Findex is effective and valuable to sales managers in classifying prospects and customers in every line of business.

A request for further information will be promptly answered.



Findex Container

Variously used by

Alexander Hamilton Institute
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Empire Gas & Fuel Co.
Equitable Life Assurance
Society
Federal Reserve Bank
Pacific Steamship Co.
Standard Oil Co. (N. J.)

The Findex Company

13 Astor Place

New York City



EDITORIAL

Don't Give Up A Leaking Ship— Plug the Leak

During the week of May 2 to 7 over twenty letters came into this office from subscribers contemplating changing jobs. Some of them were from sales executives who apparently had a real reason for making a change. But most of them, we are ashamed to say, were from sales managers who had lost their grip. In one case a sales manager who had been with his concern for eight years, rising in that time from stock clerk to head of the package sales department, said that there was no use of his going on. The directors of the company were riding him for business, when there was absolutely no business to be had. His sales organization was going to pieces under the strain. It was no fault of his that the business was not there, so he had decided to change into some line where business was more plentiful and conditions not so impossible. Another letter was from a sales manager in New England who "forsees" that the business with which he has been connected for some years has reached the end of its rope and must soon go under. Like a rat on a sinking ship, he wants to get ashore while the getting is good and let the business pull out as best it can!

Another chap—a younger man who has yet to feel the sting of failure—relates an equally pathetic story about the way he is being treated. Since the slump last fall his employer has been "nagging him to death." "Life," he declares, "is too short to work in an uncongenial atmosphere, so I am open for another proposition." Whereupon he proceeds to specify just what he will consider and what he won't consider, and how much he must be paid, and what he will do and what he won't do, after the fashion of egotists of that stamp.

Such men are not deserving of the title "sales manager." Their very action taints them with yellow, and there is no room in selling today for quitters. There are very few businesses so sick that they can't be cured by the right medicine, and in ninety-nine cases out of a hundred the medicine that is needed is go-getting sales management. Fortunately for American business most of the men at the helm today are of the fighting, do-or-die breed—it is only here and there that we find weaklings who "sell the house short".

Saving Money By Spending It

It is always interesting to see how different men go after the same object. Quite often they use methods diametrically opposed to each other, yet both succeed. This is being demonstrated every

day in the matter of reducing selling expense. One concern will attain that end by scrimping and shaving on every nickel that goes out of the business, and another by increasing the budget for sales promotion expense making his saving on increased volume. The Calumet Baking Powder Company, for example, have cut selling costs by inaugurating an intensive drive for business that has enabled them to show an 11 per cent increase in sales over last year. There are numerous others who have done the same thing.

One of the most promising plans we know of, however, for saving money by spending it, is the creation of a special division of the sales department whose duty it will be to devise ways and means of obtaining more business at less expense. Such a department may be called a "Sales Economy Department" or known by the more familiar name of a "Sales Research Department". The duties of such a department might be summarized briefly as follows:

First: A study of man power, including the setting of minimum requirements for a successful salesman and the best way of obtaining this type of men.

Second: An analysis of territorial possibilities, involving the setting of quotas and the assigning of the proper number of men.

Third: Educational work, and analysis along the line of sales finance.

Fourth: The analysis of sales results by territories; by lines of business; by class of products, etc.

Fifth: The analysis of the general field as to the applicability of your products to various lines of business.

Sixth: A study of general business conditions as they affect your business.

—o—

Salesmen Must Be Taught How To Sell All Over Again

The Fuller Brush Company has issued instructions to its branch managers that hereafter each manager must send out a weekly letter or bulletin to his salesmen. The thought behind the order is that salesmen need more help in view of the increased sales resistance they are called upon to meet. When business was plentiful, and sales came easily, this need was not so urgent. A salesman left to his own resources would be buoyed up and carried forward by the stimulus of his own success. A salesman, however, can stand just so many lickings. He can go one, two or three days without an order and still retain confidence in his line and himself. But there is a limit to how long he can go without an order before self-confidence be-

The Fuller Brush Company has issued instructions to its branch managers that hereafter each manager must send out a weekly letter or bulletin to his salesmen.

COMMENT



gins to fall. This limit differs according to the temperament and the tenacity of the individual, but it comes to all of us sooner or later. That is why concerns employing salesmen on straight commission are now turning to salary and commission plans; why concerns who employ hundreds of side line men now report salesmen leaving them in droves. What is a sales manager to do? He must anticipate the condition by constantly reminding his men that other salesmen are getting business, and that if they are not getting it they should look to themselves for the answer. The plain facts are that business is no harder to get today than it was in 1914, but the men have been spoiled. They are soft. They approach their men in the wrong frame of mind. They are thinking in terms of small orders. In a word, they are whipped. They have to be taught how to sell all over again, and one of the best ways to teach them is through the use of frequent bulletins such as the Fuller Brush Company advocates—bulletins that get down to facts and cases, by describing the actual accomplishments of other salesmen.

It's Time to Curb Hotel Profiteering Some of the hotel keepers who have been making fat profits by charging salesmen \$4.50 for a \$2.00 room are squealing over the boycott declared against them by The International Federation of Commercial Traveler's Associations. They point out that prohibition has deprived them of what has always been a big part of their income, that hotel wages have not come down, and that to reduce rates at this time would mean ruin. This would be impressive were it not for the fact that there is usually a hotel just around the corner which has put its rates back to where they ought to be, and still is able to keep going.

The "See Salesmen Quickly" Campaign The article in the May issue of "Sales Management" outlining our campaign to "See Salesmen Quickly" is meeting with the approval of salesmen and sales managers everywhere. One firm was so enthusiastic about it that they offered to distribute 1000 of the signs which read "We See Salesmen Quickly."

"Sales Management" is offering these signs to be hung in your waiting rooms, so as to constantly remind salesmen that you are willing to see them quickly and save their time, provided they will respect the value of your time and state their business quickly and leave when business is finished.

This campaign is just another instance of the interest "Sales Management" has in promoting selling efficiency, and cutting selling costs. The trade papers in other lines are taking up this idea of bringing home to buyers the necessity of helping to cut selling costs by saving the time of salesmen who call upon them.

There is no charge for the cards, and "Sales Management" expects no profit whatever from the campaign—we are doing it solely in the interest of better marketing.

Victor's Experience With College Student Salesmen

While it is true that the college student has much to unlearn before he can be shaped into a successful salesman, the experience of such concerns as the Victor Talking Machine Company, who have carefully tested out this class of recruits and now employ no others, indicates that sales managers would do well to scan the list of this year's graduates for good selling timber. Out of the thousands of young men who will leave college to enter business this June there are many who have done more or less selling while in college. In many instances these men have practically paid their way through school selling things. True, they may be far from finished salesmen and may hold rather exaggerated ideas about their ability, but at least they have proved they can sell, and they understand what selling is. Added to this they have a valuable groundwork of knowledge, know how to think things out for themselves, and best of all are mentally capable of promotion to higher positions. In fact, one of the greatest advantages of the college student recruit, in the opinion of the Victor Talking Machine Company, is that after he has spent a few years on the road as a "traveler" he is then ready to take the next step which ultimately leads to his taking charge of a department for one of the hundreds of Victor jobbers. Before recruiting these travelers from college men, the company invariably put their money into a man for several years only to find that he was incapable of advancement to an executive position. This was serious, because it is essential in a business of this character that Victor jobbers be kept supplied with Victor trained men. If these men are not forthcoming the sales of the company must necessarily suffer. So we repeat—if you could use a few good salesmen now, so as to have them in shape for the fall business, get in touch with your favorite college. If you haven't any favorite, get in touch with any college.



The Business Thumbprints of a Nation

The trademark is the business thumbprint of the nation. It identifies merchandise to even the child—or the grown-up from overseas made a child by ignorance of our language. It is a prime element in establishing repeat sales for worthy wares. So its selection and protection must be equally prime in importance.

On file in our trademark bureau are 730,000 trademarks registered and otherwise, for comparative use in our work of designing new trademarks. By consulting these files, we quickly establish the right of any device to protection or the contrary. This facility saves time, money, effort and often costly litigation.

The above is without charge of any kind. In this activity we search title of new trademarks and old ones. We have so investigated ten thousand such titles. Trade names and trademarks have been furnished in thousands of cases. If you have in mind a new business-thumbprint or any new product to name, this is the place to come.

And here you can get quality labels, folding boxes and cartons for trade-marked goods—brilliant and blossomy with color and printed with infinite care. For use in your advertising, we artifice forceful window-trims, color-cutouts, store-cards and posters from conception to completion. They are effective—and properly priced.

We picture goods in color-inserts for fine catalogs, in a way that carries the accuracy that gets orders, and we make inviting covers for catalogs and magazines. We reproduce fabrics of all colors that really are hardly distinguishable from the originals—saving much by replacing the use of actual cuttings.

Calendars for advertising are an important product here. They are made with close attention, skill, and ingenious process. Their subjects are frequently the work of artists of renown; and the reproductions are in perfect agreement with the originals. Orders for all color-printing of any nature are invited in large or small runs.

If you are interested in fine printing craftsmanship, write us on your business stationery for the most realistic specimen you have ever seen.



THE UNITED STATES PRINTING & LITHOGRAPH CO.

Cincinnati. Baltimore, Brooklyn.

Before Your Salesmen Begin to Slip

By W. C. Murden

Sales Manager, King Ventilating Co., Owatonna, Minn.

In spite of the fact that selling is the least monotonous of all callings, in time it becomes more or less of a grind. The men begin to feel that they are in a rut; that there is no future in store for them. They begin to make eyes at other jobs, until the first thing you know they have left you. The time to prevent this is before a man begins to slip. That is what Mr. Murden is endeavoring to do in the following letter to his salesmen.

IF a salesman uses one hour a day that should have been used for the company's interest, he loses in his commission, and more, he has lost an opportunity of bringing himself nearer to a larger position.

An extra hour given each day, analyzing your work and preparing yourself for your work or securing an extra order, is a small investment for the large position it prepares you for.

You will make a great deal more out of the extra effort, personally, than your employer, as you are making your service more valuable for the rest of your life, while he profits only that day.

In nearly every company are men, who by what they gave in extra effort, increased their earning capacity from \$100 to \$500 a month or more.

From \$100 per month to \$500 is \$400 difference, or \$4800 a year and \$48000 in ten years. This gives you a better idea of the tremendous price some salesmen are paying for lack of efficiency which is within the reach of every one.

We should not figure what it costs us to become more efficient, but what it costs us not to become more efficient. It costs so little to make good, but so much to fail or just get by.

It is not what the company gains that is so valuable, but it is the foundation it gives you that is the greatest value both to you and your employer for he would sooner pay \$500 than \$100 per month if you can earn it.

The salesman who will give anything less than the best that is in him is strangling himself. His employer, of course, is losing profits, but these are nothing compared with the salesman's loss in dollars and efficiency that he cannot afford to lose.

Every day that is not bringing you nearer to that big chance, as you call it, is costing you dollars, plus opportunities for greater things.

No man will make headway until he realizes that he has a chance. The chance he needs will not come to him announced like choosing a presidential candidate or some up-heaval of life's routine—that's why the chance which he looks for has been waiting for goes by each day and each hour unnoticed.

Chas. Schwab's chance was not when he was placed at the head of the steel trust, or when he was chosen to supervise the ship building industry during the war. These positions offered to him were the results of chances improved when he was working to save his first \$1000.

Lincoln's chance was not when he was elected president, it was the result of opportunities that he made extra efforts to improve.

Roosevelt's chance was not when he was elected Police Commissioner, Governor or President, but when, as a young man, he improved his opportunities.

These positions were the results of little chances improved years before.

Your General Manager's chance was not when he was elected general manager, but being elected general manager was the natural result of opportunities improved years before that were passed up as too trifling by others who also saw them but would not pay the price of success.

Really big men—men who accomplish things never do their preparing after securing a responsible position, they work to improve, but the main preparation, the foundation, was made years before.

Your big chance is not in securing a bigger job in which to become great, but by improving every day chances for preparing yourself to hold the position which is waiting for every man just as soon as he is big enough to fill it.

Each spare hour that you are awake is an excellent opportunity to study, analyze and diagram your work so you can do it quicker and better, so that your company may know you have their interest at heart.

Every prospect you call on is a chance to make a sale and increase your commission; a chance to properly sell your company and their product.

Every prospect offers another chance to improve on your approach and the presentation of your proposition. Do you use it?

Each order secured is your chance to make a clear, profitable sale and to develop future business.

Each report you make is a chance to show your ability.

Every time that no one is watching or does not ask for a report of the work is your chance to get by or get results. Which do you take?

Every poor dealer in your territory is a chance to show the company your ability.

Every letter written is a chance to show the company you can write a clean cut business getting letter.

Every time there is a thing that should be done and others say it cannot be done and you do it, is a chance to demonstrate your ability.

Nearly every person you meet offers you a chance to smile and make friends.

It is said, "No high salaried man will be engaged by Frank A. Vanderlip, the New York financier, who has not shown ability to make many friends."

When you get into the spirit and helpfulness of improving your chances; your real chances that are within your reach; the ones you can cash in on now, not some future date, that's when the big chance begins to materialize.

Then you will be at your work an hour earlier and stay an hour later. You will begin to begrudge the time it takes for resting, eating and sleeping. Each time the working hours are shortened, you will be disappointed for it will eliminate some chances for development.

You will not work from 8:00 A. M. to 5:00 P. M. from the first to the last of the month or from Jan. 1st to Dec. 31st, but from now on.

Study the big man; the man who is where you want to be. What does he do with his chances? The bigger the man the more he prizes each little chance that you are now passing up as worthless.

He analyzes his work and organizes his time; every five minutes of the day are accounted for. He cannot afford to miss the every hour chance, for he knows that it was the improving of these little chances that made him.

Make a complete list of your duties, large or small, then analyze each one separately and write down the chance it offers and how to improve it. These chances improved will soon put you where you want to be.

Show me a big man, a man worth while, who secured his position otherwise than by paying the price by improving each little chance in time, ideas and production.

This way of creating the BIG chance has opened the way for men whose names are written in the history of nearly all big business.

Four salesmen at a recent dinner claimed they never touched a drop of anything stronger than ginger ale, yet all of them knew where you could get anything you wanted. "Just in case a customer comes to town." Salesmen always were very considerate of customers.

One sales manager fainted in a ticket office when told he could have a lower berth on "tonight's twentieth century", and still another demanded a rehearsal before entering a lower purchased without a bribe to the porter at his hotel.

What Merchants Foresaw the Business Slump of 1920?

Department stores. And these merchants set out to get their normal business volume—and got it, as Federal Reserve Bank analyses prove. Have you studied the department store as related to your business? Do you know whether a distribution based on small dealers is really sound? Do you recognize the growing importance of the great city department stores?

Write for "Points on Merchandising
Advertised Products Through De-
partment Stores" and "How to
Judge an Advertising Agency."

J.H. CROSS CO.

General Advertising Agents

214 South Twelfth Street - Philadelphia, Pa.

Members
American Association
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National Outdoor Advtg. Bureau
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Salesmen's Application Blanks

Send for our 1921 Form for recording applicants for positions as salesman and classifying their strong and weak points. Used by over 600 concerns in all lines of business.

DARTNELL CORPORATION, 1801 Leland Ave., Chicago

Selling Salesmen on the Importance of Credits

There seems to be unusual interest in methods for selling the salesman on the importance to them of watching credits at the present time and in methods for training the salesman in this vital factor of their work.

A number of inquiries have been received recently as to whether or not it is advisable to adopt a plan of compensating salesmen based on profits so as to include the item of lost accounts and slow collections. One concern writes:

"What would you say of two salesmen, each selling practically the same amount of goods and at the same profit, one whose loss is $\frac{1}{4}$ of 1% and the other 5%? We have such a situation in our sales force and it seems to us that the man whose losses are heavy, largely due to his being a poor collector and his lack of co-operation with the credit department, should be penalized by having his remuneration reduced. And by the same logic it seems to us that the man whose losses are unusually light should profit financially by reason of his close co-operation with the credit department and his efforts in collecting."

Three highly successful sales managers who were questioned about this matter in general contend that jumping from one compensation plan to another every time a new business condition arises is poor policy and that now is a particularly difficult time to try out new arrangements of this kind, unless there is an absolute certainty as to the result.

The consensus of opinion among authorities is that present credit conditions demand training the salesman in this direction and selling him on the idea of working closely with the credit department. When the time comes to consider advancing the salesman, his record is examined and if his losses are heavy from a credit standpoint, this is held against him. So, eventually this situation has a decided influence on his earnings. When the matter is put up to the salesman in that light, it cannot help but have the desired effect.

Furthermore, it must be remembered that the salesman is trained along lines that do not exactly blend with credits or collections. Also, during the past few years he has enjoyed considerable relaxation on the matter of worrying about collections. He is out of practice—if he could ever have been considered in practice. So it is up to the sales manager to adapt means of training his men in this direction. They must be sold from the right standpoint. Then they must be resold. It is not sufficient to instruct them to the effect that their percentage of losses must be reduced and then expect the salesman to go out and do this. Credit work will only meet with favor among salesmen when put up to them in the right manner and from the standpoint of the salesman himself.

Chicago—The Central Printing Market



One of the largest and most completely equipped printing plants in the United States

Printing Products Corporation

Successor to the Good Will, Printing Equipment and Organization of
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Catalogue and Publication Printers

Artists - Engravers - Electrotypers

Specialists in the art of Catalogue
and Publication Printing for
more than thirty years!

Day and Night Service

A Printer Is as Good as His Equipment *Plus* His Organization

Our Equipment includes the latest and most efficient time-saving machinery—Linotypes, Monotypes, Color and Rotary Presses, Type-casting Machines, and complete facilities for Binding and Mailing.

Our Organization is composed of men and women who are experts in their work, and who are intelligent enough to realize that your interests are as important as their pocketbooks. That guarantees Quality!

Our Plant is in operation day and night twelve months a year—constantly turning out work for firms all over the United States. That guarantees Delivery!

Our up-to-date labor-saving facilities and the efficiency of our management enable us to take advantage of every possible turn of the market and figure closely on materials. That guarantees a Fair Price!

Thus, we are right on **Quality, Delivery and Price!**

In addition, we offer you every possible help in obtaining catalogue compilers, advertising assistance, editors, copy writers and everything else necessary to the promotion, preparation, printing and mailing of your catalogue or publication.

Printing Products Corporation

Successor to the Good Will, Printing Equipment
and Organization of **ROGERS & HALL COMPANY**

Catalogue and Publication Printers

Artists—Engravers—Electrotypers

Polk and La Salle Streets, Chicago

Telephone Wabash 3381 Local and Long Distance

National Salesmen Training Association
CHICAGO, ILLINOIS

Suite 515-27 Monadnock Building

National Salesmen Training Association, Employer's Service Dept.
Suite 515-27 Monadnock Building, Chicago, Ill.

Without obligation, please give us the particulars about members
of your association for whom you are seeking sales positions.

We plan to employ additional Salesmen. How many?.....

Territory

Firm City.....

Street.....

Line..... Manufacturer..... Wholesale House.....

The Coupon Will Put You in touch with a Good Salesman

Good Salesmen are yours to command—and when we say GOOD we mean it. For the past fourteen years we have been supplying America's leading Manufacturers and Wholesalers with Salesmen—not as an Employment Agency, but as an Educational Institution that specializes in training men for positions as City and Traveling Salesmen and in rendering a definite and FREE SERVICE to Employers in securing Salesmen.

May we help you? If you need one good Salesman, ten or twenty, there is no doubt but that we can. And here is the reason: The men who have enrolled with us have proven they are ambitious and progressive. Many of them have had Selling experience—the others have been well trained in the Fundamentals of Scientific Salesmanship. They are all clean-cut fellows ranging in age from 18 to 60, and every one of them is selling or anxious to get out and sell.

Send for a Sample Copy of Salesology

If you haven't seen a copy of Salesology then you have missed a treat. It is, without a doubt, the liveliest, peppiest little publication in the class field. Already several thousand endorsements of the highest type are in our files and we are proud of them.

Send for a sample copy. Give yourself a treat. Spend an hour with this remarkable publication. Then, if you want more, it will only cost you one dollar a year.

Hundreds of concerns are subscribing for bulk lots to distribute to their salesmen. So there must be something to it.

No Cost or Obligation

No matter what your requirements are, we are in a position to take care of you. We have listed with us Salesmen of all types and nationalities, experienced and inexperienced. They have had practical experience in all lines of business and have added to their previous qualifications a thorough knowledge of Scientific Salesmanship.

In accepting this Service you do not obligate yourself to employ those we recommend to you. We refer to you only those whom we consider are especially qualified to sell your line, and, if you so designate, will recommend only those who have had practical experience. There is ABSOLUTELY NO CHARGE—either to you or to our Members.

Many N. S. T. A. Members today are "star" producers for leading Wholesalers and Jobbers—and we have just as good men to refer to you as we have had in the past. They enrolled with us to better themselves—and you will find no keener Salesmen no matter where you look for them. AND THEY KNOW HOW TO SELL.

*Just fill in and mail the Coupon above
or write us in confidence*

National Salesmen's Training Association

No. 53 West Jackson Boulevard
Chicago, Ill., U. S. A.



Personal Items



This corner has been set off to keep you informed of the movements of your friends and co-workers in the sales field. Help us to make it complete by sending in such personal items—especially new appointments—as you think would be of interest.

The sales of The Bassick Company, Bridgeport, Conn., manufacturers of metallic furniture and other hardware, were formerly conducted by the sales committee plan. They have now adopted the one man control and have appointed E. BERG director of sales. Mr. Berg was formerly sales manager of The Klaxon Company, Newark, N. J.

C. E. BEATTIE, formerly salesman for the Loudon Machinery Company, has recently been appointed sales manager of the J. E. Porter Corporation, Ottawa, Illinois, manufacturers of barn equipment. Previous to his connection with the Porter Corporation the sales department was temporarily in charge of J. A. WEINTZ who now holds the title of advertising manager. Mr. Beattie and Mr. Weintz, however, are handling the sales department together.

GEORGE H. DAUGHERTY, for eight years head of the copy department of Critchfield & Company, Chicago advertising agents and previous to that for five years in the same capacity with Lord & Thomas, Chicago, has resigned to become vice president of Johnson, Read & Company, also of Chicago.

The Troco Nut Butter Company of Chicago, has appointed W. A. SIMONSON assistant general manager and director of sales to succeed C. S. MIFFLIN, who has joined the Otto Stifle Union Butterine Company of St. Louis, as general sales manager. Mr. Simonson was formerly associated with the Goodyear Tire & Rubber Company.

C. A. LEGG, formerly district manager for the Tele-Call Company, has joined the Corporation Appliance Company, Chicago, installers of electrical time and labor saving devices, as vice president and sales manager.

A. W. SWAIN, formerly sales manager for Overland-Harper Company, Philadelphia, is now sales manager of the Liberty Mutual Insurance Company, Boston, Mass.

W. F. THERKILDSON, until recently in charge of the division of agriculture of N. W. Ayer & Son, Philadelphia, and for many years sales manager for W. Atlee Burpee & Co., the world's largest nursery, has been made vice president of Critchfield & Company, Chicago advertising agency.

The sales department of The Cargill Company, Grand Rapids, Michigan, is now in charge of WARING SHERWOOD, formerly advertising manager of the Briscoe Motor Corporation.

F. ALFRED D. SEELYE has resigned as sales promotion and advertising manager of The Packard Motor Car Company of Pittsburgh to join the *Atlanta Georgian American* as automotive editor. Mr. Seelye was formerly associated with the Pittsburgh Dispatch and the Firestone Tire & Rubber Company.

CHARLES F. SCHRIEVER has succeeded F. E. SOLFISBURG as general sales manager for The Sawyer Biscuit Company, Chicago. Mr. Schriever has had twenty-five years' experience in the biscuit business, and in joining the Sawyer Biscuit Company resigns as Chicago district sales manager for The National Biscuit Company.

C. E. GROVE has been appointed general sales and distribution manager for The Post-Whitney Company of Cleveland, which is a consolidation of the Post Tractor Company of Cleveland and the Whitney Tractor Company of Upper Sandusky, Ohio. Previous to his joining the new company early in April, Mr. Grove was secretary and sales manager for the J. T. Tractor Company.

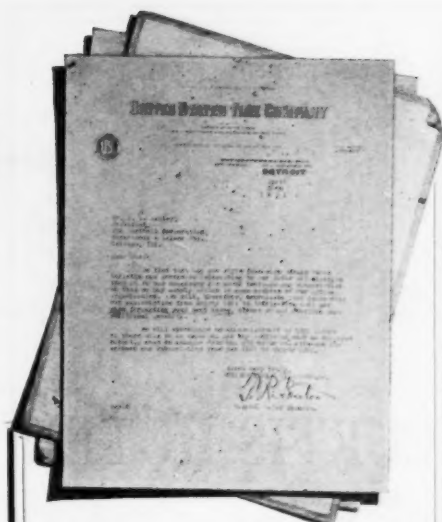
MAX MAGNUS, who for the past three years has been sales manager of Rosenwald & Weil, manufacturers of clothing specialties, Chicago, has resigned, and while he has not yet announced his plans for the future, it is believed he will remain in the clothing field. For ten years previous to joining Rosenwald & Weil, Mr. Magnus was associated with C. Kenyon & Company, Brooklyn, in a sales executive capacity.

F. H. LENNOX is the newly appointed assistant general manager of the Hoover Steel Ball Company, with headquarters at Ann Arbor, Mich. Mr. Lennox has been connected with the company at Cleveland.

Eberhard Faber announces the appointment of H. B. ELMER as general sales manager, with headquarters in New York. Mr. Elmer recently resigned as export manager of White & Wyckoff Manufacturing Company, Holyoke, Mass., makers of paper.

WALTER KING has resigned as sales manager of the Berger & Carter Company and the Pacific Tool & Supply Company, of San Francisco, to engage in business for himself, representing manufacturers of machinery who desire direct representation on the Pacific Coast.

SAMUEL H. SMALL, general sales manager of the Postum Cereal Company for many years, has been made president of the company. The former president, CARROLL L. POST, is now chairman of the board of directors.



Increase Sales With Salesmen's Portfolio of Testimonial Letters

Many concerns of high standing are stimulating sales through a multiplied use of their testimonial letters. All of their salesmen are provided with the best testimonial letters received by the house and are able to cash in on them uniformly. This is made possible by our photostatic process of reproducing letters, statistics and similar data, direct from the original copy. It enables you to multiply the sales value of your testimonial letters.

The duplicates look just like the originals because this is a photographic process. However, the cost is very much lower. Reproductions by the process are accepted in the courts as prime evidence. Of course, this does not interest the sales manager except to show him how much conviction letters reproduced in this manner carry and how nearly they resemble the original.

One company has us reproduce their letters half the actual size, thereby saving space in the salesman's outfit. They send at least one new testimonial letter to all salesmen every week in this manner. There is nothing that helps a salesman more than a fresh testimonial letter, permitting the satisfied buyer to enthusiastically tell your story.

WRITE FOR SAMPLES

Let us send samples and scale of prices at once. Now is the time to use this plan for closing difficult sales.

American Blue Print Paper Co.
445 Plymouth Court Chicago, Ill.



THE CURTIS HOTEL

10th St. at 4th Ave.
MINNEAPOLIS, U. S. A.

Largest and Finest Hotel in the Northwest

Sales Managers are awaking to the possibilities of "The Curtis" as their Minneapolis headquarters

One Full Block of Beautiful Lobbies and Amusement Rooms

TARIFF

75 Rooms with Bath, \$2.00 for one person
\$3.00 for two
325 Rooms with Bath, \$2.50 for one person
\$3.50 for two
200 Rooms with Bath, \$3.00 for one person
\$4.00 for two
Others with Bath, \$4.00 to \$10.00

Tell Your Salesmen Who Visit Montreal

To stay at the Place Viger The moderate priced first-class hotel operated by the Canadian Pacific Railway in Canada's Commercial Metropolis close to the downtown business section. Excellent cuisine and comfortable accommodations. Very popular for banquets, private dinners and small Conventions.

Special consideration given to telegraphed requests for reservations

PLACE VIGER HOTEL
MONTREAL

Direct-Mail Advertising

POSTAGE

Is a practical business magazine devoted exclusively to DIRECT-MAIL ADVERTISING and SELLING. Tells how to reduce Selling Costs by using DIRECT-MAIL either alone or with Salesmen. Critiques Letters, Circulars, Booklets, House Magazines and Catalogs actually used in the selling campaigns of the largest U. S. firms. Sample copy 25c—one year (12 copies) \$2.00. POSTAGE, 18 East 18th Street, New York.

SALES MANAGEMENT

Builder of Fairbanks-Morse Keen Judge of Men

(Continued from page 438)

ed according to his ideas, coming into the business. Many men have left more lucrative positions to start as apprentices in some of his plants, knowing that the training they would receive would more than compensate them for the temporary financial loss.

Mr. Morse was constantly planning for the future. At one time he had the idea of placing an advertisement for Fairbanks Scales in the spelling books used in the schools of the country. He felt that this would indelibly impress on the minds of future customers the merits of his scales. This looking ahead was typical of Mr. Morse, yet he was by no means a spectacular plunger—he took no chances, but built on solid foundation of permanence.

Reared in a straight laced New England environment he carried with him through his business those old principles of honesty, justice and seriousness of purpose; his business was kept free from new fangled frills which clutter up so many of our newer organizations.

He was visionary, yet practical, thrifty but generous, conservative though progressive in every sense of the word. His policy of always maintaining sufficient capital on hand to take advantage of any sales possibilities which might develop was responsible for the addition of some of the most successful departments of his business. He felt that the president of a concern such as his must watch finances with the utmost care.

He often said, "It is much easier for the expenses to grow faster than the sales and profits." His genius for keeping down expenses was marked yet he spared no expense necessary for the promotion of sales, and better methods.

Mr. Morse was a great believer in organization, yet he kept his business free from top heavy departments manned by near-executives who would call a conference to decide a routine matter. He insisted on responsibility, and once a man gained his confidence he had a comparatively free hand to develop his department.

His sales organization now consists of seven distinct divisions, each in charge of a separate organization responsible for the sale of one line of products.

It is not given to many men to spend 71 years on this earth, much less to spend 71 years with one business concern. Fairbanks, Morse & Co. which he founded now own all of the stock of E. and T. Fairbanks & Co., the scale manufacturers in whose factory Mr. Morse received his early training.

88 years old when he died, Mr. Morse still maintained interest in his business although he retired from active management in 1915. His sons are both active in the business at the present time, and will continue to build it along the broad lines laid out by their father.

N. J. LAWRIE has been made sales manager for The Royal Crown Soaps, Limited, Winnipeg, Manitoba, succeeding J. H. MURPHY, resigned.

HOTEL TULLER DETROIT - MICHIGAN



HEADQUARTERS FOR

Old Colony
Club, Detroit
Main Floor

Detroit Auto-
mobile Club
Main Floor

Detroit Trans-
portation Club
Ground Floor

Motion Picture
Exhibitors
Association

Cafe, a la Carte
Noonday Lunch
75c

Dinner \$1.50

Cafeteria
Ground Floor

Men's Grille
Ground Floor

Barber Shop
Ground Floor

Tailor Shop
Call Operator

600 Rooms — \$2.50 up — Single
600 Baths — \$4.50 up — Double
2 Floors of Agents' Sample Rooms
\$5.00 per day

Sales Maps

MAPS of the U. S. by states. Used by sales and advertising departments and by advertising agencies for plotting sales, planning campaigns, showing data by states, etc. Size 8 1/2 x 11. Printed on good white stock. May be punched to fit standard size loose leaf books. Send 30 cents for sample dozen packet or \$2.25 for package of 100.

THE GRAPHIC PRESS
1010 Wrigley Bldg. Chicago

We'll be there —
Where?
in Atlanta of course
June 12th



STANDARD SLIDE CORP.
209 W. 48th St. New York



Why the Sales Manager Decided to use Travelers' Hotel Credit Letters

A few of the many prominent firms successfully using Hotel Credit Letters:

**WILLIAM WRIGLEY, JR.,
COMPANY**
Chicago

The continued use by us of your Hotel Credit Letters for our traveling representatives is the best recommendation we can give them.

William Wrigley, Jr., Company.

LAMB & COMPANY
Chicago

Your system fills a long-felt want for traveling men. It regulates their drawing on the firm, keeps them supplied with funds and provides a check on their expenses. Our men have used it with success several years.

L. G. Wolf, Secretary.

**DIAMOND CRYSTAL SALT
COMPANY**
St. Clair, Mich.

Our salesmen cover the entire United States and in having your Hotel Credit Letters they are not delayed when not receiving their check on the day they expect it. By drawing a draft on us which the hotels cash they avoid losing time.

*C. R. Walker,
General Sales Manager*

**TRUSSED CONCRETE
STEEL COMPANY**
Youngstown, Ohio

We have used your letters for ten years and they have given us satisfaction in every respect, as they enable our men to secure funds at the various hotels. We recommend the system as a very convenient way for business houses to finance their traveling men.

*E. W. McDonald,
Comp.*

THE PARAFFINE COMPANIES
San Francisco

All our representatives use Hotel Credit Letters and speak in the highest praise of the advantages received by being in a position to present your Letters to hotels or banks, and have their drafts on us cashed.

*R. R. Ohea,
Secretary.*

THE following dialogue may take place between the traveling representative and Sales Manager of *your* Company just as it has many others—not in the same words—but in substance.

Sales Manager: "Do you mean to say that with our rating AA1 you experience trouble having our checks cashed at Hotels?"

Salesman: "Yes, I mean just that! I felt about it as you do until I saw it from the hotel man's standpoint."

Sales Manager: "Well, what is the Hotel's standpoint, as you put it?"

Salesman: "I presented a \$100 check to the Commercial Hotel and this is what the Credit Manager said:

The corporation whose name is on this check has a high commercial rating, but I do not know the signature of the officers who signed it, nor do I know yours. We are willing to wire your company at your expense, asking for the date, amount and number of check issued to you; and if they give the right figures we will cash it.

Why does a business house such as yours place its representatives in so embarrassing a position? You may get Identification Letters, bought for a mere bagatelle from a corporation that protects hotels against loss. They would enable you to have your company's checks, your personal checks or your drafts on your company cashed cheerfully at all first-class hotels?"

Sales Manager: "You and the rest of our men will be supplied with Hotel Credit Letters from now on."

Our 1921 "Traveler's Hotel Guide," just off the press, showing the latest quoted minimum hotel rates, population of cities and explanation of our system will be mailed free of charge upon request.

Hotel Credit Letter Co.

EDGAR A. WALZ, President

505 Fifth Avenue

::

::

New York City

Can Six Live Cheaper Than One?

By Ed Shanks

Some salesmen never learn that the only pull they get is the push in themselves.

A sales executive calls attention to a headline in a Chicago newspaper announcing the opening of a soap factory. Further in the article the name of the factory is found to be Campbell Soup Co. A Campbell kid would have the newspaper know there is "a" difference.

The popular magazines are harping on the pet subject that all of us are salesmen. We know 10,000 sales managers endeavoring to develop efficient sales forces, 9,999 of whom can write articles disproving the theory.

A Copper Clad Malleable Range Company salesman is right when he says: "No hard times are coming—soft days are going."

The Standard Register Company tells about a new salesman as follows: "That new salesman is one of the most convincing in the business. Yesterday he told the boss all about a new baby in the family, like any proud papa would, and after the salesman had finished the boss mechanically gave him an order for 100,000 babies like the description.

A branch manager in the paint industry went out with a backsliding salesman recently to see why orders were slumping. After the first call the salesman said:

"I have no use for that merchant. He yawned three times while I was talking to him."

"He wasn't yawning," said the branch manager. "He was merely trying to say something."

Old Time Sales Manager: "Say, what are these Coffee Shops that are springing up on every corner and in every hotel?"

Salesmen: "Why, they are ex-bar-rooms where young ladies serve "beanery" food, with paper napkin service, at pure linen prices."

"I have a very high appreciation for The Dartnell Service and will be only too glad to pass along anything which I think may be of some use to others." M. A. Maze, Manager at Pittsburgh, John Lucas & Co., Inc.

"I assure you that there is no service which I have ever received from any other source that equals or even approximates that of Dartnell." H. D. MacKaye, B. F. Everitt Company.

"I find the Dartnell publications extremely helpful and read them regularly with great interest and benefit." Fred W. Hanson, Asst. Gen. Mgr., Ed. V. Price & Co.

SALES MANAGEMENT

Personal Service and Supplies

Rates: 25c a line of seven words; minimum \$2.00.

POSITIONS WANTED

Sales executive—married—29 years old. Eight years office experience. Past seven years with one company, the latter two, as assistant to General Sales Manager. Still employed with same company but desire a change account climatic conditions. Well qualified to act as assistant to president, general manager or other officer who is actually in charge of business. Prefer locating in or around Kansas City; my former home. Box 632, Sales Management.

Sales Manager and General Executive, good record in iron and steel products industry, export house, retail and wholesale mail order, advertising manager, on the road. Thoroughly experienced in hiring, training and developing salesmen. Can build up an organization and get the most out of it. At present located with nationally known company. For details, address G. S. M., Lock Box 138, Cincinnati, Ohio.

A man with a record of getting things done, experienced organizer, accustomed to analyzing conditions and intelligently therefrom suggesting a workable plan of operation, is open for immediate engagement. Domestic and foreign executive experience. Box 635, Sales Management.

SALESMEN WANTED

Salesman for Cleveland Territory or Assistant Sales Manager. Would like to connect with some concern of standing with a live-wire sales force. Thoroughly experienced in sales promotion work. Connected with sales departments of two prominent Cleveland concerns for number of years. I would like to get into a place where my future is limited only by my own ability. Details upon request. Box 637, Sales Management.

WANTED—A-1 factory account for California or entire Pacific Coast by San Francisco firm with strong selling organization and high financial standing. Sales manager will be in New York during June for interview. Address Box 636, Sales Management.

PRESS CLIPPINGS

We read and clip for thousands of busy people the best things on any subject appearing in the current daily and weekly newspapers. Send stamp for booklet or write us what you want and our readers will get it for you. Consolidated Press Clipping Co., 431 S. Dearborn St., Chicago.

Letters to Salesmen

Send your salesmen my stimulating weekly letters. One month's trial service, \$1.00. House Organ and Sales Bulletin Contributions furnished at a moderate charge.

JOHN J. LUTGE

Sales and Advertising Counselor
405 Lexington Ave., New York City



18 Ideas in Every Issue

Send 50c for year's subscription to quarterly **SELLING AID**—with 72 business-winning plans for stimulating sales, following-up—to aid salesmen, help dealers, get mail order results, collect—ideas for letters, house organs, bulletins, enclosures, postcards.

Proofs of new advertising cuts free!

Selling Aid CHICAGO

1300 Jackson Blvd.

BENJAMIN WILK, former advertising manager of Fairchild Publications and recently sales and advertising manager for Crown, Inc., has established a sales management service for the garment industry.



Handy Expense Books

For Traveling Salesmen

Save time and trouble for salesman and book-keeper because they eliminate all carrying forward and reduce the possibility of error. For weekly accounts.

100—\$ 3.00 charges paid
500—13.75 f. o. b. Richmond
1000—25.00

Sample Free.

GARRETT & MASSIE, Inc., Publishers
P. O. Box 1837-D, Richmond, Va.

WANTED SALES MANAGER

We want a sales manager who is experienced in handling a line of poultry and stock remedies. A liberal proposition to the right man. Need not call but give references and terms in first letter.

Roupine Manufacturing Co.
772 College Avenue
Appleton, Iowa